

Victoria Management School

MMBA 553
PROJECT MANAGEMENT

Summer Trimester 2005

COURSE OUTLINE

Contact Details:

Start Date: 9 November 2005

Format: One three-hour session each week.

Lecture Times: Wednesdays, 17:40 – 20:30

Location: RHMZ10

Teaching Staff: Enzo Frigenti – MSc. (Proj. Mgt.), BSc. Eng.

Office: Rutherford 1005 (course co-ordinator)

Email: efrigenti@ppm.co.nz

Telephone: (04) 4737832 Cell: 0275 678728

Textbook: **Enzo Frigenti and Dennis Comminos (2002)** *The Practice of Project Management: A Guide to the Business-Focused Approach*. Kogan Page.

Reference material: Guide to the Project Management Body of Knowledge. The Project Management Institute of America – PMI© 2000.

Key extracts from relevant texts and articles.

Course Objectives

The Master of Business Administration Programme serves to produce professional managers capable of fulfilling strategic roles within corporate and government enterprises. Integral to this capability is an understanding of the dynamics of project management in organisational settings.

This course aims to provide students with the wider understanding of organisation programme, project and benefits management philosophies, approaches, and processes, both from a theoretical and a practical perspective for managing and succeeding in the workplace. This course enables strategic deployment through a portfolio of change initiatives that deliver promised benefits resulting in organisational value. The scope of this course is broad and applies both to public and the private organisations.

By the end of this course, you should:

1. Have an understanding of the organisational context and environment within which project management operates.
2. Have an appreciation how project management is a vehicle for delivering organisation change.
3. Have an understanding of the business framework around benefits, programme and project management.
4. Have a strategic perspective with respect to the linkages and interrelationships of strategic deployment and project management.

Course Assessment	Contribution	Due
Group Project 1	15%	16 December 05
Group Project 2	15%	20 January 06
Case study assignment	25%	3 February 06
Final Examination	45%	Examination Period

Group Project (15% each) – The Project Management Group Project will be discussed during the initial lectures, at which time detailed terms of reference will be distributed. Written Group Reports 1 and 2 will be due on Friday 10 December 04 and 24 January 05 respectively, at 12:00 Noon at 1004 in Rutherford House.

Important Note – Inclusion of prior work and research completed for other purposes, including other MBA courses, is welcome. However, such material must be explicitly recognised as prior work in the project report, citing its origin. If prior work is utilised, then it is expected that the Project Management Group Project will build on this work, thereby making an original contribution.

Case Study Assignment (25%) – A **case study assignment** towards the end of the course will make up the second component of assessment. Questions relating to the case study need to be individually analysed and answered and handed in for evaluation. Written answers will be due 31 January 05 at 12:00 Noon at 1004 in Rutherford House.

Examination (45%) - A final open-book examination will be held during which students will be expected to apply their knowledge to organisational problem situations described by means of case vignettes and exercises. In accordance with Victoria MBA programme policy, students must obtain a minimum of forty percent of the marks available on the final examination in order to pass the course.

This examination time and venue will be confirmed at the commencement of lectures.

COURSE TERMS OF REFERENCE

Late Assignments

In fairness to other students, work submitted after the deadline will be subject to a penalty of 5% of the total marks available per day of lateness. Assignments more than one week late will not be accepted. A “zero” mark will be applied. In the event of unusual, unforeseen circumstances (e.g., serious illness, family bereavement), students should discuss waiver of the penalty with the course controller prior to the deadline date.

Obtaining Terms

To obtain terms to sit the final examination in this course, students are required to attend classes, fully participate in and submit the written the two Group Project Reports, and achieve at least fifty percent of the total marks available for each of the Group Project Reports.

Passing the Course

In order to pass this course, students are required to obtain at least forty percent of the final examination marks available, and obtain at least fifty percent of the overall course marks available.

Victoria MBA Grading Standards

- Victoria MBA - **Excellent** Category
A (80 – 85%) to A+ (above 85%): The quality is performed to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master’s level.
- Victoria MBA - **Very Good** Category
B+ (70 – 74%) to A- (75 – 79%): The quality is performed at a high standard. Students have reached a level which clearly exceeds “competency”.

- Victoria MBA - **Good** Category
B- (60 – 64%) to B (65 – 69%): The quality is clearly demonstrated without being exceptional in any way. Students can be thought of as competent in respect of this quality.
- Victoria MBA - **Satisfactory** Category
C (50 – 54%) to C+ (55 – 59%): The quality is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student on this quality.
- Victoria MBA - **Unsatisfactory** Category
E (0 – 39%) to D (40 – 49%): The quality is absent or performed to a very low level, or the performance is seriously flawed in this respect.

Individual Work

While the Victoria MBA programme has a tradition of study group collaboration, there are important elements in the assessment process that are strictly individual. Collaboration on individual assignments is not allowed beyond general discussion as to how one might interpret the nature of the assignment question. Please do not work together to formulate a response and do not loan out your completed assignments.

Plagiarism

The Victoria MBA programme views plagiarism as a serious offence. Students who plagiarise put themselves at risk of expulsion from the programme.

Faculty of Commerce and Administration Offices

Railway West Wing (RWW) - FCA Student Administration Office

The Student Administration Office is located on the ground and first floors of the Railway West Wing. The ground floor counter is the first point of contact for general enquiries and FCA forms. Student Administration Advisers are available to discuss course status and give further advice about FCA qualifications.

Easterfield (EA) - FCA/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce & Administration and Law is situated in the Easterfield Building - it includes the ground floor reception desk (EA005) and offices 125a to 131 (Level 1). The office, will be open from 9:00 am to 12:00 pm during Summer Trimester, offers the following:

- Duty tutors for student contact and advice.
- Information concerning administrative and academic matters.
- FCA Student Administration forms (e.g. application for academic transcripts, requests for degree audit, COP requests).
- Examinations-related information during the examination period.

General University Policies and Statutes

Students should familiarise themselves with the University's policies and statutes, particularly those regarding assessment and course of study requirements, and formal academic grievance procedures.

Student Conduct and Staff Conduct

The Statute on Student Conduct together with the Policy on Staff Conduct ensure that members of the University community are able to work, learn, study and participate in the academic and social aspects of the University's life in an atmosphere of safety and respect. The Statute on Student Conduct contains information on what conduct is prohibited and what steps can be taken if there is a complaint. For queries about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor. This Statute is available in the Faculty Student Administration Office or on the website at:

www.vuw.ac.nz/policy/StudentConduct.

The policy on Staff Conduct can be found on the VUW website at:

www.vuw.ac.nz/policy/StaffConduct.

Academic Grievances

If you have any academic problems with your course you should talk to the tutor or lecturer concerned or, if you are not satisfied with the result of that meeting, see the Head of School or the Associate Dean (Students) of your Faculty. Class representatives are available to assist you with this process. If, after trying the above channels, you are still unsatisfied, formal grievance procedures can be invoked. These are set out in the Academic Grievances Policy which is published on the VUW website:

www.vuw.ac.nz/policy/AcademicGrievances.

Academic Integrity and Plagiarism

Academic integrity is about honesty – put simply it means **no cheating**. All members of the University community are responsible for upholding academic integrity, which means staff and students are expected to behave honestly, fairly and with respect for others at all times.

Plagiarism is a form of cheating which undermines academic integrity. Plagiarism is **prohibited** at Victoria.

The University defines plagiarism as follows:

Plagiarism is presenting someone else's work as if it were your own, whether you mean to or not.

'Someone else's work' means anything that is not your own idea, even if it is presented in your own style. It includes material from books, journals or any other printed source, the work of other students or staff, information from the Internet, software programmes and other electronic material, designs and ideas. It also includes the organization or structuring of any such material.

Plagiarism is not worth the risk.

Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct (www.vuw.ac.nz/policy/studentconduct) and may be penalized severely. Consequences of being found guilty of plagiarism can include:

- an oral or written warning
- suspension from class or university
- cancellation of your mark for an assessment or a fail grade for the course.

Find out more about plagiarism and how to avoid it, on the University's website at: www.vuw.ac.nz/home/studying/plagiarism.html.

Students with Disabilities

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities an equal opportunity with all other students to demonstrate their abilities. If you have a disability, impairment or chronic medical condition (temporary, permanent or recurring) that may impact on your ability to participate, learn and/or achieve in lectures and tutorials or in meeting the course requirements, then please contact the Course Coordinator as early in the course as possible. Alternatively you may wish to approach a Student Adviser from Disability Support Services to confidentially discuss your individual needs and the options and support that are available. Disability Support Services are located on Level 1, Robert Stout Building, or phoning 463-6070, email: disability@vuw.ac.nz. The name of your School's Disability Liaison Person can be obtained from the Administrative Assistant or the School Prospectus.

Student Support

Staff at Victoria want students' learning experiences at the University to be positive. If your academic progress is causing you concern, please contact the relevant Course Co-ordinator, or Associate Dean who will either help you directly or put you in contact with someone who can.

The Student Services Group is also available to provide a variety of support and services. Find out more at www.vuw.ac.nz/st_services/ or email student-services@vuw.ac.nz.

VUWSA employs two Education Coordinators who deal with academic problems and provide support, advice and advocacy services, as well as organising class representatives and

faculty delegates. The Education Office is located on the ground floor, Student Union Building, phone 463 6983 or 463 6984, email education@vuwsa.org.nz.

Maori and Pacific Mentoring programme (Manaaki Pihipihinga)

This is a free programme of mentoring for Maori and Pacific students doing first year courses within the Faculty of Commerce and Administration. Weekly one hour mentoring sessions: drafting and editing assignments/discussing any questions that you might have from tutorials or lectures and going over every aspect of essay writing, either in small group sessions or on a one-to-one basis.

This includes:

- A computer suite hooked up to cyber commons for students to use to produce their assignments.
- Regular skill-based workshops with a learning adviser from Student Learning Support Services.
- Networking with other Maori and Pacific support groups throughout the university.

For more information please contact:

Melissa Dunlop, Programme Coordinator

Ph: 463 6015 or Email: Maori-Pacific-Mentoring@vuw.ac.nz

Lecture Schedule - MMBA 553 – 2005/6

Lecture	Date	Topic	Reading
1.	9/11/05	Part I: Philosophy and Concepts Introduction to course, objectives & discussion of the Group Projects, Case Study Assignment and Exam Project Introduction, Philosophy and Concepts of Project Management Group Assignment 1 handed out	Ch.1&2 F&C
2.	16/11/05	Part II: The Business Focus of Projects Projects and Strategic Linkages The Wrappers Model – Strategic Deployment: Portfolio of Programmes and Projects	Ch.3,4&5 F&C Extract from The Information Paradox – John Thorpe
3.	23/11/05	Benefits realisation – Achieving business benefits from change initiatives Implementing Business Focused Project Management	Ch.3,4&5 F&C
4.	30/11/05	Part III: Organisational Behaviour Project Roles, Responsibility, and Authority. Project Sponsorship/Senior Management role. Project Manager as change agent Leadership skills for Project Managers exercise Managing Project Stakeholders	Ch.1-5 F&C Selected readings: Managing Projects through Participation and Team-work
5.	7/12/05	Part IV: Systems and Procedures Objective Directed Project Management (ODPM) & QPD© Systems and Organisations, and System Methodologies: The Initiation Phase: The Project Charter Group Assignment 2 handed out	Ch.6,7&8 F&C
Mid-course Break			
6.	18/1/06	The Definition Stage: Developing the Project Definition Report Planning Stages: Critical Path and Critical Chain Analysis; Cost Estimation and Budgeting	Ch.8, & 9 F&C QPD© Process QPR© Risk
7.	25/1/06	Part V: Execution and close out stages Project Monitoring and Control Project Management Information Systems Project Evaluation, Reporting, and Termination Case Study Assignment handed out	Ch. 10 & 11 F&C Selected readings: PMIS
8.	1/2/06	Other Topics in Project Management Project Failure, Success, and Lessons Learned Project Health Checks Project Simulation (<u>depending on time available</u>)	Appendix C F&C Selected readings: Project Success and Failure

