

VICTORIA MANAGEMENT SCHOOL

**MMBA 553 PROJECT MANAGEMENT**

Trimester 2 2006

**COURSE OUTLINE**

**Contact Details**

**Teaching Staff:** Ofer Zwikael  
Office: 928 Rutherford house  
Email: ofer.zwikael@vuw.ac.nz  
Telephone: (04) 4635143

**Start Date:** 13 July 2006

**Format:** One two-hour session each week

**Lecture Times:** Thursdays, 19:40 – 21:30

**Location:** RH LT3

There will be a final examination during the period of 16 October – 12 November 2006

**Course Objectives**

This course aims to provide students with the wider understanding of project management approaches and processes 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. 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 understanding of project and program frameworks.
3. Have a strategic perspective with respect to the linkages and interrelationships of strategic deployment and project management.

## Course Content and Schedule

Lecture	Date	Topic	Reading Chapters (Kerzner, 2006) and articles
1.	13/7	Project management – introduction Why do project fail? Project critical success factors	-
2.	20/7	Project life cycle Project case study (1)	Chapters 1-2 Johnson et al. (2001)
3.	27/7	The initiation phase of a project	Chapter 9
4.	3/8	Organizational and project structure OBS – organization breakdown structure Human Resources management	Chapters 3, 4 Keller (2001)
5.	10/8	Project planning Scope planning WBS – work breakdown structure Schedule planning	Chapters 11, 12 Zwikael & Globerson (2004) Zwikael (2006)
6.	17/8	Resource planning Cost planning	Chapters 14, 15 Zwikael et al. (2006)
<b>Mid-course Break</b>			
7.	7/9	Time-cost trade-off Project case study (2)	Chapter 16
8.	14/9	Risk management Quality management Project control	Chapters 17, 20 Zwikael et al. (2000)
9.	21/9	New trends in project management Project case study (3)	Chapters 21, 22 Ibbs & Kwak (2000)
10.	28/9	Computer Lab–Microsoft Project (RW 102) Dr. Arun Elias	-
11.	5/10	Computer Lab–Microsoft Project (RW 102)	-
12.	12/10	Group presentations Course Revision	-

## Readings

**Textbook:** Kerzner, H. (2006). *Project Management: A Systems Approach to Planning, Scheduling and Controlling*. 9<sup>th</sup> edition, John Wiley and Sons.

## Reference books:

1. PMI - Project Management Institute Standards Committee. (2004). *A Guide to the Project Management Body of Knowledge (PMBOK)*, PMI.
2. Shtub, A., Bard, J. F. & Globerson, S. (2005). *Project Management – Processes, Methodologies, and Economics*, 2nd Edition, Prentice-Hall (ISBN: 0130413313).
3. Meredith J. R. and Mantel S. J., (2006). *Project Management - A Managerial Approach*. (6th Ed.) John Wiley and Sons.
4. Buttrick, R. (2005). *The project workout*. 3rd ed. Harlow, England: Pearson Education (ISBN: 0273681818).

## Articles:

1. Ibbs, C. W. & Kwak, Y. H. (2000). Assessing Project Management Maturity. *Project Management Journal*, 31, 1, 32-43.
2. Johnson, J., Karen, D., Boucher, K. C. & Robinson, J. (2001). Collaborating on Project Success. *Software Magazine*, February/March.
3. Keller, R.T. (2001). Cross-functional project groups in research and new product development: Diversity, communications, job stress, and outcomes. *Academy of Management Journal*, 44, 547-555.
4. Zwikael, O., Cohen, Y., Sadeh, A. (2006). Non-Delay Scheduling as a Managerial Approach for Managing Projects. *International Journal of Project Management*, 24 (6), 330-336.
5. Zwikael, O., Globerson, S. (2004). Evaluating the Quality of Project Planning: A Model and Field Results. *International Journal of Production Research*, 42, 8, p. 1545-1556.
6. Zwikael, O., Globerson, S., Raz, T. (2000). Evaluation of models for forecasting the final cost of a project. *Project Management Journal*, 31, 1, 53-57.
7. Zwikael, O. 2006. "Project Management Critical Success Factors – The next Generation". Australia & New Zealand Academy of Management (ANZAM) Operations Management Symposium, Wellington, New Zealand.

## Materials and Equipment

Calculator can be used in the final examination.

## Assessment Requirements

Course Assessment	Contribution	Due
Group Project 1	15%	7/9/06
Group Project 2	15%	15/10/06
Group presentation	10%	12/10/06
Lecture contribution	10%	-
Final Examination	50%	Examination Period

**Assignment 1 (15%)** – Choose a project from your organization.

1. Describe the project charter as follows:
  - a. Problems in the current process
  - b. The customer and project need
  - c. Project deliverables
  - d. Project goal & objectives
  - e. Constraints
  - f. Assumptions
  - g. Schedule milestones
  - h. Cost and resources
2. WBS – includes at least 20 work packages
3. Choose three work packages and specify for each of them:
  - a. Code
  - b. Name
  - c. Statement of work
  - d. Responsible organization / employee
  - e. Quality requirements
  - f. Duration
  - g. Predecessors
  - h. List of schedule milestones
  - i. Resources
  - j. Cost
4. Develop an OBS chart for the project. Define authority and responsibility for each project member.
5. Analyse the responsibility and authority of the following functions. In case they do not exist in the project, analyse who perform their activities:
  - a. Project manager
  - b. Project sponsor
  - c. Project management team
  - d. Project team
  - e. Project office
  - f. Project Steering committee
6. Stakeholder analysis

**Assignment 2 (15%)** – Continue the project analysed in assignment 1. Use relevant output from project management software, but don't forget to analyse all outputs.

1. Develop a detailed list of project activities, including:
  - a. WBS code
  - b. Task name
  - c. Duration
  - d. Immediate predecessor
  - e. Type of dependency
  - f. Lag / overlap
2. Develop and analyse the Gantt chart. Recommend of managerial decisions based on:
  - a. The planned duration of the project compared to the project charter
  - b. Critical path analysis
  - c. Slack analysis
3. Recommend of managerial decisions based on critical resource analysis
4. Cost analysis:
  - a. The planned cost of the project compared to the project charter
  - b. CBS analysis
  - c. How much will it cost your organization to reduce the project duration by 20%? How will you change in the project plan?
5. Risk analysis:
  - a. Identify ten potential risk events
  - b. Rank these events
  - c. Suggest solutions to reduce project risk level

Students will prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work.

**Group Presentation (10%)** – Presenting Reports 1 and 2 will be due by the above date. Inclusion of prior work 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 the Project Management Group Project may be build on this work.

Students to prepare two copies of each hand-in and keep the second copy for their own reference. Students must also keep an electronic copy of their work.

***Lecture Participation (10%)*** - The mark will be based on your contribution to class discussions.

***Final Examination (50%)*** - A final examination will be held. 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.

### **Penalties**

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. 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.

### **Mandatory Course Requirements**

To obtain terms to sit the final examination in this course, students are required to:

1. Attend classes, and
2. Submit the written two Group Project Reports, and
3. Be a part of a team that presented the group project.

Notice of Failure to meet Mandatory Requirements will be posted on Blackboard and on the Mezzanine floor notice-board. Students will be expected to check both places for notification.

### **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 are as follows:

**Excellent Category**

A- (75 – 79%) to A (80 – 85%) to A+ (above 85%): The learning is demonstrated to a very high level of proficiency, i.e. it is at a standard that makes it exceptional at Master's level.

**Very Good Category**

B+ (70 – 74%): The learning is demonstrated at a high standard. Students have reached a level that clearly exceeds “competency”.

**Good Category**

B (65 – 69%): The learning is clearly demonstrated without being exceptional in any way. Students can be thought of as fully competent.

**Satisfactory Category**

B- (60 – 64%): The learning is demonstrated without being exceptional in any way. Students can be thought of as competent.

**Marginal Category**

C (50 – 54%) to C+ (55 – 59%): The learning is demonstrated to a minimally acceptable level. There may be flaws but these are not serious enough to “fail” the student.

**Unsatisfactory / Failure Category**

E (0 – 39%) to D (40 – 49%): The learning is absent or performed to a very low level, or the performance is seriously flawed.

**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.

**Referencing**

There are many different styles of referencing and the Faculty of Commerce & Administration at VUW has decided to make APA (American Psychological Association) referencing style the common standard across the Faculty. The Commerce and Central Libraries hold the APA Style Guide. You can also access the information from the online VUW library site (<http://www.vuw.ac.nz/library/resources/virtualref.shtml#style>).

**Communication of Additional Information**

Information on course-related matters will be announced at class and posted on the **Blackboard** website at <http://blackboard.vuw.ac.nz/>. It will be crucial for you to regularly check Blackboard for messages, announcements and materials.

## **Faculty of Commerce and Administration Offices**

### Railway West Wing (RWW) - FCA Student and Academic Services Office

The Faculty's Student and Academic Services 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. To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

### Easterfield (EA) - FCA/Education/Law Kelburn Office

The Kelburn Campus Office for the Faculties of Commerce and Administration, Education 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 is available for the following:

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

To check for opening hours call the Student and Academic Services Office on (04) 463 5376.

## **General University Policies and Statutes**

Students should familiarise themselves with the University's policies and statutes, particularly the Assessment Statute, the Personal Courses of Study Statute, the Statute on Student Conduct and any statutes relating to the particular qualifications being studied; see the Victoria University Calendar available in hard copy or under 'About Victoria' on the VUW home page at [www.vuw.ac.nz](http://www.vuw.ac.nz).

## **Student 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 are to be taken if there is a complaint. For information about complaint procedures under the Statute on Student Conduct, contact the Facilitator and Disputes Advisor or refer to the statute on the VUW policy website at [www.vuw.ac.nz/policy/studentconduct](http://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](http://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; class representatives may be able to help you in this. If you are not satisfied with the result of that meeting, see the Head of School or the relevant Associate Dean; VUWSA Education Coordinators are available to assist in 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 at [www.vuw.ac.nz/policy/academicgrievances](http://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. The University defines plagiarism as follows:

*The presentation of the work of another person or other persons as if it were one's own, whether intended or not. This includes published or unpublished work, material on the Internet and the work of other student or staff.*

It is still plagiarism even if you re-structure the material or present it in your own style or words.

*Note: It is however, perfectly acceptable to include the work of others as long as that is acknowledged by appropriate referencing.*

Plagiarism is prohibited at Victoria and is not worth the risk. Any enrolled student found guilty of plagiarism will be subject to disciplinary procedures under the Statute on Student Conduct and may be penalised severely. Consequences of being found guilty of plagiarism can include:

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

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

## **Students with Impairments**

The University has a policy of reasonable accommodation of the needs of students with disabilities. The policy aims to give students with disabilities the same opportunity as 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, 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 (DSS) to discuss your individual needs and the available options and support on a confidential basis. DSS are located on Level 1, Robert Stout Building, telephone (04) 463 6070, email: [disability@vuw.ac.nz](mailto:disability@vuw.ac.nz). The name of your School's Disability Liaison Person is in the relevant prospectus or can be obtained from the School Office or DSS.

## **Student Support**

Staff at Victoria want students to have positive learning experiences at the University. Each Faculty has a designated staff member who can either help you directly if your academic progress is causing you concern, or quickly put you in contact with someone who can. Assistance for specific groups is also available from the Kaiwawao Māori, Manaaki Pihipihinga or Victoria International.

In addition, the Student Services Group (email [student-services@vuw.ac.nz](mailto:student-services@vuw.ac.nz)) is available to provide a variety of support and services. Find out more at [www.vuw.ac.nz/st\\_services/](http://www.vuw.ac.nz/st_services/).

VUWSA employs 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 (tel. 04 463 6983 or 04 463 6984, email [education@vuwsa.org.nz](mailto:education@vuwsa.org.nz)) is located on the ground floor, Student Union Building.

## **Manaaki Pihipihinga - Maori and Pacific Mentoring Programme (Faculty of Commerce and Administration)**

This is a mentoring service for Maori and Pacific students studying at all levels. Weekly one hour sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade, and Room 210 and 211, Level 2, Railway West Wing. Sessions cover drafting and discussing assignments, essay writing, and any questions that may arise from tutorials and/or lectures. A computer suite networked to Cyber Commons is available for student use.

To register with Manaaki Pihipihinga, please contact one of the following:

Puawai Wereta  
Room 210, Level 2  
Railway West Wing  
Tel. (04) 463 8997

Fa'afai Seiuli  
Room 109 B  
14 Kelburn Parade  
Tel. (04) 463 5842