

Victoria Management School

MMBA 553 PROJECT MANAGEMENT

Trimester Two 2007

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

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Class Times and Room Numbers

Day: Thursdays

Time: 17:40 – 19:30

Venue: GB 117

This course has a 3-hour open-book final examination. The examination period will be from 19th October – 10th November 2007.

Introduction

The course will examine project management approaches and processes required for succeeding in the workplace; it will attempt to provide practical tools to better manage projects and to provide an understanding of how projects can be better managed.

The intent has been to design a course which provides an appropriate introduction to the broad field of project management. The course continues the study of managing organisations' operations used in previous courses on Operations Management.

The focus is on the development, use and integration of management tools and their adjustment to the project environment. Throughout the course, the emphasis is on taking a managerial view of the situation, and implementing tools to support decision making.

Programme and Course-related Learning Objectives

This course will provide students opportunity:

- to develop oral and written communication skills
- through active participation in class discussion
- through the development and presentation of oral and written reports
- through formal and informal classroom debate
- to develop critical and creative thinking skills
- through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
- through debate and classroom discussion
- to develop leadership skills
- through structuring an independent group project
- through leading a project and a group exercise
- through fulfilling spokesperson duties, reporting on a group's activities to a class

Overall Course Objectives

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.
4. Examining contemporary issues in project management both globally and in New Zealand.

Course-related Student Learning Objectives

On successful completion of the course, students should be able:

- to demonstrate an understanding of some major theoretical frameworks and concepts relevant to project management
- to use such frameworks to manage complex projects.
- to develop an ability to communicate recommendations related to critical analysis of a specified managerial situation using a specific theoretical framework.
- to recognise the importance of critical analysis, leadership and communication in project management

Workload

Workload expectations for this course are 10 hours per week for the 12 teaching weeks and 30hrs during the mid-trimester break.

Readings

The **required** textbook is: Meredith J. R. and Mantel S. J. (2006). *Project Management - A Managerial Approach*. (6th Ed.) John Wiley and Sons.

Reference books:

1. Kerzner, H. (2006). *Project Management: A Systems Approach to Planning, Scheduling and Controlling*. 9th edition, John Wiley and Sons.
2. Shtub, A., Bard, J. F. & Globerson, S. (2005). *Project Management: Processes, Methodologies, and Economics*, 2nd Edition, Prentice-Hall (ISBN: 0130413313).
3. Cleland, D. I., Ireland, L. R. (2008). *Project management: strategic design and implementation*. Fifth edition, McGraw-Hill.

4. Project Management Institute (PMI) Standards Committee. (2004). *A Guide to the Project Management Body of Knowledge (PMBOK Guide)*, third edition, Project Management Institute, Newtown Square, PA.
5. Buttrick, R. (2005). *The project workout*. 3rd ed. Harlow, England: Pearson Education (ISBN: 0273681818).
6. Gray, C. F., Larson, E. W. (2006). *Project management – the managerial process*, third edition, McGraw-Hill.

Articles:

1. Johnson, J., Karen, D., Boucher, K. C. & Robinson, J. (2001). Project management: the criteria for success. *Software Magazine*, February/March, 21, 1; p. S3-S11.
2. 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.
3. 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.
4. 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.
5. 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.
6. Ibbs, C. W. & Kwak, Y. H. (2000). Assessing Project Management Maturity. *Project Management Journal*, 31, 1, 32-43.

Assessment Requirements

Assignment	Title	Weight	Date
1	Group Project 1	25%	6/9/07
2	Group Project 2	25%	15/10/07
3	Lecture contribution	10%	-
4	Final Examination	40%	19 th Oct – 10 th Nov 2007
	TOTAL	100%	

1. Group Project 1

Date: 6/9/07 Marks: 25%

Choose a project from your organisation.

1. Describe the organisation and the project charter as follows:
 - a. Describe the organisation and the relevant business unit
 - b. Problems in the current process
 - c. The customer and project need
 - d. Alternative solutions and the selection process
 - e. Project goal and objectives
 - f. Constraints
 - g. Assumptions
 - h. Schedule milestones
 - i. Cost and resources

2. Develop an OBS chart for the project. Define authority and responsibility for each project member.

3. Analyse the responsibility and authority of the following stakeholders in this project. In case they do not exist in the project, suggest who should perform their activities:
 - a. Project manager
 - b. Project sponsor
 - c. Project management team
 - d. Project management office
 - e. Project steering committee

4. Project scope – develop a WBS, which includes at least 20 activities, in three levels of hierarchy.

5. Choose three activities and specify for each of them:
 - a. WBS Code
 - b. Activity's name
 - c. Activity's statement of work
 - d. Responsible organisation / employee
 - e. Quality requirements
 - f. Activity's duration
 - g. Predecessors
 - h. List of schedule milestones
 - i. Resources
 - j. Cost

Marking Criteria - Assignment 1

Question 1 (20 marks) – Organisation and project

- Clear and relevant background on the organisation
- Clear, significant and empirical problems in the current process
- Clear project objectives
- Clear description of the customer (including explanation for this choice)
- A complete project charter
- Managerial conclusions from the analysis

Question 2 (20 marks) – OBS

- Complete description
- Clear description
- Correct authority and responsibility analysis
- Managerial conclusions from the analysis

Question 3 (20 marks) – Project stakeholders

- Complete description
- Clear description
- Correct authority and responsibility analysis
- Managerial conclusions from the analysis

Question 4 (20 marks) – Project scope

- Clear hierarchical structure
- Clear definition of activities
- Clear presentation
- Managerial conclusions from the analysis

Question 5 (20 marks) – Activities description

- Complete description
- Clear description

- Correct description
- Managerial conclusions from the analysis

2. Group Project 2

Due: 15/10/07 Marks: 25%

Continue the project analysed in assignment 1. Use relevant output from project management software, but don't forget to analyse all outputs.

1. Using MS-Project, develop a detailed list of project activities, including WBS code, task name, duration, immediate predecessors, type of dependency and lag / overlap. Develop the Gantt chart and recommend managerial decisions based on:
 - a. The planned duration compared to the project charter
 - b. Critical path analysis
 - c. Slack analysis
2. Resource management - recommend managerial decisions based on critical resource analysis
3. Cost analysis:
 - a. The planned cost compared to the project charter
 - b. CBS analysis
 - c. How much will it cost your organisation to reduce the project duration by 20%? What will you change in the project plan?
4. Risk analysis:
 - a. Identify ten potential risk events
 - b. Rank these events
 - c. Suggest a mitigation plan 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.

Marking Criteria- Assignment 2

Question 1 (25 marks) – Gantt chart

- Correct use of MS-Project
- Clear presentation
- Use of summary tasks and milestones
- Managerial analysis of the critical path
- Managerial analysis of the slacks
- Managerial conclusions from the analysis

Question 2 (25 marks) – Resource management

- Correct use of MS-Project
- Correct analysis
- Recommendation
- Managerial conclusions from the analysis

Question 3 (25 marks) – Cost analysis

- Clear presentation
- Correct critical path analysis
- Correct cost analysis
- Managerial conclusions from the analysis

Question 4 (25 marks) – Risk analysis

- Clear presentation
- Correct analysis
- Managerial conclusions from the analysis

3. Lecture Participation

Due: During the trimester Marks: 10%

The mark will be based on your contribution to class discussions.

4. Examination

Date 19th October – 10th November 2007. Marks: 40%

The examination is worth 40% of the total marks available for this course. It is an open book 3-hour examination. A calculator can be used in the final examination. You will be assigned a case to study and asked to answer questions about the case that will require you to draw on different theories covered in the course. All book chapters covered during the course are examinable.

Handing in assignments:

Assignments should be dropped at class, at the lecturer's office (RH928) or with Tricia Lapham (RH919). Students must also keep an electronic copy of their work archived in case the original assignment goes missing. Failure to do so will jeopardise any claim by you that your work was submitted in the rare cases where your work goes astray.

Mandatory Course Requirements

To meet Mandatory Course Requirements, students are required to:

- a. Submit two assignments;
- b. Be part of a group presenting a final report at class; and
- c. Obtain at least 40 per cent (i.e. 16 marks out of 40) of the final examination marks available.

Students who fail to satisfy the mandatory requirements for this course but who obtain 50% or more overall, will be awarded a "K" grade.

Standard fail grades (D or E) will be awarded when the student's overall course mark falls below the minimum pass mark, regardless of whether the mandatory course requirements have been satisfied or not.

Notice of Failure to meet Mandatory Course Requirements will be posted on Blackboard or on the Mezzanine Floor Notice-board.

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. 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.

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.

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

Additional information and information on any changes will be conveyed to students via class announcements and in written form on the university blackboard server for MMBA 553.

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 or go to www.vuw.ac.nz/policy.

For information on the following topics, go to the Faculty's website www.vuw.ac.nz/fca under Important Information for Students:

- Academic Grievances
- Academic Integrity and Plagiarism
- Student and Staff Conduct
- Meeting the Needs of Students with Impairments
- Student Support

Manaaki Pihipihinga Programme

Manaaki Pihipihinga is an academic mentoring programme for undergraduate Māori and Pacific students in the Faculties of Commerce and Administration, and Humanities and Social Sciences. Sessions are held at the Kelburn and Pipitea Campuses in the Mentoring Rooms, 14 Kelburn Parade (back courtyard), Room 109D, and Room 210, Level 2, Railway West Wing. There is also a Pacific Support Coordinator who assists Pacific students by linking them to the services and support they need while studying at Victoria. Another feature of the programme is a support network for Postgraduate students with links to Postgraduate workshops and activities around Campus.

For further information, or to register with the programme, email manaaki-pihipihinga-programme@vuw.ac.nz or phone (04) 463 5233 ext. 8977. To contact the Pacific Support Coordinator, email pacific-support-coord@vuw.ac.nz or phone (04) 463 5842.

Course Content and Schedule

Lecture	Date	Topic	Reading Chapters (Meredith and Mantel, 2006) and articles
1.	12/7	Project management – introduction Why do projects fail? Project critical success factors	Chapter 1
2.	19/7	Project life cycle Banking project case study	Chapter 2 Johnson et al. (2001)
3.	26/7	Project initiation Guest Lecturer – “Government Shared Network” project case study	Chapter 3
4.	2/8	Organisational and project structure OBS – organisation breakdown structure Project team leadership	Chapter 4 Keller (2001)
5.	9/8	Project planning Scope planning WBS – work breakdown structure Schedule planning	Chapters 5,8 Zwikael & Globerson (2004)
6.	16/8	Resource planning Cost planning	Chapters 7,9 Zwikael et al. (2006)
Mid-course Break			
7.	6/9	Time-cost trade-off Project crashing case study Project Plus case study	Chapter 6, 9.1
8.	13/9	Risk management Quality management	Zwikael et al. (2000)
9.	20/9	Computer Lab–Microsoft Project (RW 202)	-
10.	27/9	Computer Lab–Microsoft Project (RW 202)	-
11.	4/10	Project control ERP project case study	Chapters 10, 11
12.	11/10	New trends in project management Course Revision	Chapters 2.1, 2.7 Ibbs & Kwak (2000)