

Victoria Management School

**MMMS 509 PROJECT MANAGEMENT**

Trimester Two 2007

**COURSE OUTLINE**

**Contact Details**

**COURSE COORDINATOR**

**Dr. Ofer Zwikael**

Room: RH928 Rutherford House

Phone: 463 5143

Email: [ofer.zwikael@vuw.ac.nz](mailto:ofer.zwikael@vuw.ac.nz)

Website: <http://www.vuw.ac.nz/vms>

**ADMINISTRATION ASSISTANT**

**Tricia Lapham**

Room: RH919, Rutherford House

Phone: 463 5381

Email: [tricia.lapham@vuw.ac.nz](mailto:tricia.lapham@vuw.ac.nz)

**Class Times and Room Numbers**

Day: Thursdays

Time: 17:40 – 19:30

Venue: GB 117

An extra one hour per week will be coordinated with the course lecturer for research meeting.

This course has a 3-hour open-book final examination. The examination period will be from 19<sup>th</sup> October – 10<sup>th</sup> 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.

The course will involve the understanding and critiques of the current project management literature.

## **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 achieve the following objectives, which include:

- An understanding of the organisational context and environment within which project management operates.
- An understanding of project and program frameworks.
- A strategic perspective with respect to the linkages and interrelationships of strategic deployment and project management.
- 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

## **Expected Workload**

Students can expect the workload to be approximately 10-15 hours per week of student work, including both scheduled contact time and outside class.

## **Group Work**

While the course 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. You will be expected and encouraged to work in groups on in-term cases and assignments.

## 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*. 9<sup>th</sup> 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	15%	6 <sup>th</sup> September
2	Research topic	30%	27 <sup>th</sup> September
3	Individual Project	15%	11 <sup>th</sup> October
4	Final Examination	40%	19 <sup>th</sup> Oct – 10 <sup>th</sup> Nov 2007
	<b>TOTAL</b>	<b>100%</b>	

### **1. Group Project**

Date: 6<sup>th</sup> September

Marks: 15%

In this assignment you are expected to develop a business case for a project.

### **2. Research topic**

Due: 27<sup>th</sup> September

Marks: 30%

In this assignment you are expected to choose one project management topic, analyse and critique the literature in this area, compare the different approaches and make recommendations.

### **3. Individual Project**

Due: 11<sup>th</sup> October

Marks: 15%

In this assignment you are expected to develop a project plan.

### **4. Examination**

Date 19<sup>th</sup> October – 10<sup>th</sup> November 2007.

Marks: 40%

The examination 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 and articles 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; and
- b. Submit a research topic; 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- for Lateness & Excessive Length of Assignments

- (i) In fairness to other students, work submitted after any deadline will incur a penalty for lateness. **The penalty is 2 of the marks available** (marks available means what the assignment is worth i.e. 20% or 20 marks) for an assignment submitted after the due time on the due date **for each part day or day late**. (for example if an assignment is out of 20 and the assignment receives 50% then one day late means the mark will be out of 18 and the student will receive 50% of 18). **Saturdays, Sundays and public holidays** will be included when counting the number of days late. Assignments received **more than 7 days after the due date** will not be accepted and the student will **automatically fail the Mandatory Requirements**.
- (ii) Course Outlines provide a signal to student of forthcoming workload, dates of submission etc, and thus student study plans should take account of course requirements across all courses. Consequently, workload issues related to other courses and employment will not be accepted as reason for dispensation from mandatory requirements or waiver of penalties. **Extensions** to submission deadlines for any assigned work will only be granted in **exceptional circumstances**.
- (iii) Students who are unable to comply with any of the mandatory requirements should make a written application for an extension to the due date for submission of assigned work or for waiver of a penalty, **in advance**, to the **Tutorial Coordinator**, providing documentary evidence of the reasons of their circumstances.  
All such applications must be made **before** the deadline and be accompanied by documentary evidence, eg a medical certificate, or counsellor's report that indicates the degree of impairment, and for how long the student has been impaired. Please be sure to ask at the time of consultation for the degree of impairment to be stated in any certificate you provide to support your case.
- (iv) In the event of unusual or unforeseeable circumstances (e.g. serious illness, family bereavement or other exceptional events), that precludes an application in advance, students should make contact with the **Tutorial Coordinator** as soon as possible, and make application for waiver of a penalty as soon as practicable.

## GRADING GUIDELINES

The following broad indicative characterisations of grade will apply in grading assignments and the examination:

A+	excellent performance in all respects at this level
A	excellent performance in almost all respects at this level
A-	excellent performance in many respects at this level
B+	very good, some aspects excellent
B, B-	good but not excellent performance at this level
C+, C	work satisfactory overall but inadequate in some respects
D	poor performance overall, some aspects adequate
E	well below the required standard
K	failure to achieve mandatory course requirements and have achieved at least an average "C" over all the assessment. Note this is a failing grade.

### **Policy on Remarking:**

Every attempt is made to ensure that the marking is consistent across tutors and fair to students. Students may ask for their written work to be remarked. A different tutor will do the remarking and provide comments. The original marking sheet is removed to ensure the process is independent. If the mark differs by 10% or less the two marks are averaged. If it exceeds 10% then it is independently marked by a third marker and the average of the two closest marks is taken. Experience from previous years is that almost all remarks are within 10% and where there is a change in mark, half the assignments go up and half go down. Occasionally there is a significant shift in the mark.

Application for remarks must be made within 5 days after the marks are available. To apply for a remark, complete the request for re-examination of assessed work form stating which sections (criteria listed in the mark sheet) you wish re-examined. Write on why you think the mark does not, in your view, fairly reflect the quality of your work. Hand this with your assignment into the following place:-

- Pipitea Campus – the Reception Desk on Level 10 Rutherford House where your assignment will have the **time, date and signature** noted on the front cover by the person receiving it.

Allow up to 5 days for remarks to be completed.

### **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/research/reference/referencingguides.aspx>).

### **Communication**

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.

### **Email Contact**

Students wishing to contact staff by email should adhere to the following instructions:

Include the **Course Code**, your **Name**, your **Student ID** and the **Topic** in the subject area of the email, eg

MMMS509\_Smith\_Pauline\_3000223344\_Ass1 Query

All students must use their VUW SCS email account and ID. Otherwise, email will be classified as Spam and will be dumped without being read. All emails with attachments will be dumped, unless requested by staff.

## **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](http://www.vuw.ac.nz/policy).

For information on the following topics, go to the Faculty's website [www.vuw.ac.nz/fca](http://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](mailto: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](mailto:pacific-support-coord@vuw.ac.nz) or phone (04) 463 5842.

## MMMS 509 – Project Management

### Course Content and Schedule 2007

Week	Date	Topic	Reading Chapters (Meredith and Mantel, 2006) and articles	Due Dates
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)	
<b>Mid-course Break</b>				
7.	6/9	Time-cost trade-off Project crashing case study Guest Lecturer – “Project Plus” case study	Chapter 6 & 9.1	6 <sup>th</sup> September - Group Project
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)	-	27 <sup>th</sup> September - Research topic
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)	11 <sup>th</sup> October - Individual Project