

Victoria Management School

MMMS 509 PROJECT MANAGEMENT

Trimester Two 2008

COURSE OUTLINE

Contact Details

COURSE COORDINATOR

Dr. Ofer Zwikael

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

Class Times and Room Numbers

Day: Wednesdays

Time: 19:40 – 21:30

Venue: RH LT3

Trimester Dates: Monday 7 July to Saturday 8 November 2008

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 course 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 programme 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 30 hours 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. (2007). *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. Project success - Johnson, J., Karen, D., Boucher, K. C. & Robinson, J. (2001). Project management: the criteria for success. *Software Magazine*, February/March, 21 (1), S3-S11.
2. Human resource management - Dvir, D., Sadeh, A., Malach-Pines, A. (2006). Projects and Project Managers: The Relationship between Project Managers' Personality, Project Types, and Project Success. *Project Management Journal*, 37 (5), 36-48.
3. Human resource management - 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. Project planning - Zwikael, O., Globerson, S. (2004). Evaluating the Quality of Project Planning: A Model and Field Results. *International Journal of Production Research*, 42 (8), 1545-1556.
5. Project scoping - Zwikael, O., Globerson, S. (2006). From critical success factors to critical success processes. *International Journal of Production Research*, 44 (17), 3433 – 3449.
6. Resource planning - 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.

Assessment Requirements

Assignment	Title	Weight	Date
1	Individual project	15%	3 September
2	Group project	15%	13 October
3	Research topic	40%	17 September
3	Project presentation	20%	8 October
4	Lecture contribution	10%	8 October
	TOTAL	100%	

1. Individual project

Date: 3 September

Marks: 15%

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

2. Group Project

Due: 13 October

Marks: 15%

In this assignment a group of students is expected to develop a project plan.

3. Research topic

Due: 17 September

Marks: 40%

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.

4. Group Presentation

Date: 8 October

Marks: 20%

In this presentation a group of students is expected to present a project. The presentation covers the content of the two assignments – a business case and a project plan. The mark for this assignment is individual for each team member.

5. Lecture Contribution

Due: 8 October

Marks: 10%

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

Inclusion of prior work completed for other purposes, including other 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 (including group presentation) and keep the second copy for their own reference. Students must also keep an electronic copy of their work.

Handing in assignments:

Assignments should be dropped at class, at the lecturer’s office or with Linda Walker. 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 assignments 1 and 2; and
- b. Be a part of a group presenting the project.

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 Grading Standards are as follows:

Excellent Category

A- (75 – 79%) to A (80 – 84%) to A+ (85% and above): 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/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.

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 on the ground floor (EA005). This counter is the first point of contact for :

- 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.victoria.ac.nz/home/about/policy/students.aspx

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

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

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 students or staff.

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

Note: including the work of others will not be considered plagiarism as long as the work 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:

www.victoria.ac.nz/home/studying/plagiarism.html

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@yuw.ac.nz or phone (04) 463 6015. To contact the Pacific Support Coordinator, email pacific-support-coord@yuw.ac.nz or phone (04) 463 5842.

MMMS 509 – Project Management

Course Content and Schedule 2008

Week	Date	Topics	Reading Chapters (Meredith and Mantel, 2006) and articles	Due Dates
1.	9 July	Strategy and projects Why do projects fail?	Chapter 1 (1) Johnson <i>et al.</i> (2001)	
2.	16 July	Guest Lecturer – Iain Fraser, Project Plus	Chapter 2	
3.	23 July	No class. Friday 26 Sep 5.40-7.30pm.		
4.	30 July	Project governance Project life cycle PM bodies of knowledge Project initiation	Chapter 3 (2) Dvir <i>et al.</i> , (2006) (3) Keller (2001)	
5.	6 Aug	Stakeholder management Human resources management Case study 1 – a banking project	Chapter 4	
6.	13 Aug	Project planning Project scoping Project scheduling	Chapters 5 & 8 (4) Zwikael & Globerson (2004) (5) Zwikael & Globerson (2006)	
Mid-course Break				
7.	3 Sep	Resource management Cost management	Chapters 7 & 9 (6) Zwikael <i>et al.</i> (2006)	3 September – Individual project
8.	10 Sep	Project crashing Case study 2 – project planning		
9.	17 Sep	Risk management Quality management	Chapter 8.3, 2.5	17 September – Research topic
10.	24 Sep	Computer Lab–Microsoft Project RW402	-	
	26 Sep	Computer Lab–Microsoft Project RW 402 5.40-7.30pm	-	
11.	1 Oct	Guest Lecturer – Jerry Ball Project control New trends in project management Case study 3 – an ERP project	Chapter 11	
12.	8 Oct	Course Revision Group presentations		8 October - Project presentations 13 October - Group project