

School of Information Management

## **BBIS422 Advanced Project Management**

Trimester One 2011

### **COURSE OUTLINE**

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#### **Names and Contact Details**

Course Co-ordinator and Lecturer: Peter Metham  
Office: Room 526, Rutherford House, Pipitea  
Email: peter.metham@vuw.ac.nz  
Phone: 463 5421  
Office Hours: tba

#### **Trimester Dates**

Teaching Period: Monday 28 February – Friday 3rd June  
Study Period: Monday 6 June – Thursday 9 June  
Examination Period: Friday 10 June – Saturday 2 July (inclusive)  
(However, note that there is no examination in this particular course)

#### **Withdrawal from Courses:**

1. Your fees will be refunded if you withdraw from this course on or before 11 March 2011.
2. The standard last date for withdrawal from this course is 14 May. After this date, students forced to withdraw by circumstances beyond their control must apply for permission on an '*Application for Associate Dean's Permission to Withdraw Late*' including supporting documentation
3. The application form is available from either of the Faculty's Student Customer Service Desk.

#### **Class Times and Room Numbers**

Thursdays: 3:40pm- 5:30pm

Venue: RWW127

## Course Learning Objectives

Objective	On completion of this course, students should be able to:	FCA Graduate Attributes
1	Discuss matters relating to the profession of project management, including ethics.	1, 2, 3, 4, 5
2	Explain how to develop organisational project management capability.	1, 2, 3, 4, 5
3	Explain the rationale for a Project Office and summarise its activities.	1, 2, 4, 5
4	Describe the measurement of project management.	1, 2, 4, 5
5	Demonstrate an understanding of important issues that arise in project management.	1, 2, 3, 4, 5
6	Explain and describe the nature of methodologies.	1, 2, 4, 5

FCA Graduate Attributes
<ol style="list-style-type: none"> <li>1. Critical and Creative Thinking: <i>Our graduates will demonstrate application of critical and creative thinking skills to practical and theoretical problems.</i></li> <li>2. Communication: <i>Our graduates will be effective communicators.</i></li> <li>3. Global and Multicultural Perspective: <i>Our graduates will have a global and multicultural perspective.</i></li> <li>4. Leadership: <i>Our graduates will recognise, support and display leadership.</i></li> <li>5. Major attributes: <i>Our graduates will develop specific knowledge and skills in at least one business, economics or public policy discipline area.</i></li> </ol>

## Course Delivery

The course is delivered in 12 two-hour sessions. Students are expected to arrive at each session prepared to discuss the previously posted readings and case studies.

## Expected Workload

Students are expected to spend an average of 150 hours on this course. This includes two hours per week for the weekly classes. The remainder of the time will be required for reading, research, essay writing and other activities.

## Readings

The following texts are key components of the course.

**Title:** *AMA Handbook of Project Management, 2<sup>nd</sup> Edition. (AMA)*

**Author:** Paul C. Dinsmore and Jeannette Cabanis-Brewin.

**Publisher:** AMACOM

**ISBN-13:** 978-0-8144-7271-2

**Title:** *Effective Project Management: Traditional, Agile, Extreme (EPM)*

**Author:** Robert K. Wysocki

**Publisher:** Wiley

**ISBN:** 978-0-470-42367-7

VUW library has both items in its electronic collection and the items are they are available on 1 or 3-day loan basis. Students may find it more convenient to purchase their own copy. Note that the e-book is obviously a lot cheaper than the hardcopy.

## Course Content and Schedule

Week	Focus and Topics covered
1	PART ONE: INTRODUCTION & COURSE OUTLINE PART TWO: THE PROFESSION OF PROJECT MANAGEMENT Ethics in Project Management ( <i>AMA 17</i> ) The Profession of Project Management ( <i>AMA 18</i> ) Competency and Careers in Project Management ( <i>AMA 19</i> ) Communities of Practice and Project Management ( <i>AMA 29</i> )
2	PART THREE: ORGANISATIONAL ISSUES The Project Support Office ( <i>EPM 13</i> ) The Project Office ( <i>AMA 24</i> )
3	Project Portfolio Management ( <i>EPM 14</i> ) Project Portfolio Management ( <i>AMA 22</i> )
4	Managing Multiple Projects ( <i>AMA 26</i> ) Managing Multiple Team Projects ( <i>EPM 17</i> ), or, The Critical Chain Approach ( <i>AMA 28</i> )
5	Continuous Process Improvement ( <i>EPM 15</i> ) Organisational Change process ( <i>AMA 25</i> ) Building Organisational Project Management Capability ( <i>AMA 32</i> ) Measuring the Value of Project Management ( <i>AMA 23</i> )
6	PART FOUR: ISSUES, IDEAS AND REALITY Dealing with Power and Politics in Project Management ( <i>AMA 27</i> )
7	Why projects fail ( <i>Dangerous Enthusiasms 5 and 6</i> ).
	--Mid Trimester Break--
8	Cultural Challenges in Managing International Projects ( <i>AMA 31</i> )
9	PART FIVE: INDUSTRY APPLICATIONS Establishing PM Life Cycles and Strategies ( <i>EPM 8</i> ) Traditional Project Management ( <i>EPM 9</i> ) Agile Project Management ( <i>EPM 11</i> ) Extreme Project Management ( <i>EPM 12</i> )
10	IT Project Management ( <i>AMA 35</i> ) Project Management for Software Engineering ( <i>AMA 35</i> )
11	New Product Development and Issues for PM. ( <i>AMA 33</i> ) R&D Project Management ( <i>AMA 36</i> )
12	SUMMING UP AND CONCLUSION Putting it all together ( <i>EPM Epilogue</i> )

NOTE: The precise content may change during the course.

## Materials and Equipment

No special material or equipment is required.

## Assessment

<i>Item</i>	<i>Weight</i>	<i>Description</i>	<i>Objectives</i>	<i>Due</i>
<b>Essay 1</b>	<b>25%</b>	The profession of project management	1	17 March (Week 3)
<b>Essay 2</b>	<b>25%</b>	Organisational issues: The project office and its development. Project portfolio management.	2,3,4	7 April (Week 6)
<b>Essay 3</b>	<b>25%</b>	Issues, ideas and reality in project management	5	12 May (Week 9)
<b>Essay 4</b>	<b>25%</b>	Industry applications and considerations	6	2 June (Week 12)
<b>TOTAL</b>	<b>100%</b>			

*Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.*

## Penalties

In keeping with standards of professionalism appropriate to this programme, it is expected that deadlines will be honoured. In fairness to students who complete work on time, work submitted after the due time and date will incur penalties for lateness. The penalty is up to 10% of the assignment's grade per day (or part thereof) late. Unusual or unforeseeable circumstances (e.g. serious illness, family bereavement) may lead to a waiver of this penalty but needs to be discussed with the course coordinator as soon as possible.

## Mandatory Course Requirements

It is a mandatory requirement that students attend at least eight of the weekly 2-hour classes. However, attendance is expected at all sessions.

## Class Representative

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students.

## Communication of Additional Information

Additional information will be communicated via Blackboard.

## Use of Turnitin

Student work provided for assessment in this course may be checked for academic integrity by the electronic search engine <http://www.turnitin.com>. Turnitin is an on-line plagiarism prevention tool which compares submitted work with a very large database of existing material. At the discretion of the Head of School, handwritten work may be copy-typed by the

School and subject to checking by Turnitin. Turnitin will retain a copy of submitted materials on behalf of the University for detection of future plagiarism, but access to the full text of submissions will not be made available to any other party.

**For the following important information, follow the links provided:**

**Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

**General University Policies and Statutes**

Find key dates, explanations of grades and other useful information at [www.victoria.ac.nz/home/study](http://www.victoria.ac.nz/home/study)

Find out about academic progress and restricted enrolment at <http://www.victoria.ac.nz/home/study/academic-progress.aspx>

The University's statutes and policies are available at [www.victoria.ac.nz/home/about/policy](http://www.victoria.ac.nz/home/about/policy), except qualification statutes, which are available via the Calendar webpage at <http://www.victoria.ac.nz/home/study/calendar.aspx> (See Section C).

Further information about the University's academic processes can be found on the website of the Assistant Vice-Chancellor (Academic) at [www.victoria.ac.nz/home/about\\_victoria/avcacademic/default.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/default.aspx)

**AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

**Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/>

**Manaaki Pihipihinga Programme**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)