Unit Outline

Project Management
665

Quarter 4, 2005

Singapore

This unit is designed for those students who wish to understand and improve upon their project management skills, and also managers who oversee a portfolio of strategic projects. Topics include project creation and planning; scheduling, network analysis and resource management; control of projects during their development and execution phases; organising the project team; benefits realisation; managing a portfolio of projects.
A vast number of different types of organizations in recent times have embraced Project Management as a method of delivering products and services to their customer base. Although Project Management has been used from the ancient times, the recent advent of specific tools that has promoted the wide spread acceptance of this method of delivery into every day business life. The ability to enact business processes by division of tasks into manageable quanta of work, has been able to provide management with control of tasks as large as major tunnels, buildings and as small as delivering heath services to remote communities. The control and delivery aspects of project management have contributed to the widespread acceptance of this method of management in recent times.

Project management is evolving and has evolved over the last 50 years. Since the development of numerical methods to assist in management of projects in the 1950s, the study of project management has changed and matured. The move from the tools to the underlying processes has allowed the widespread adoption of project management in many areas of work. Early programs in project management concentrated on time planning. In this course, time planning will be covered, however this will not be the focus of the course. The focus will be the issues that project management practitioners and the end users of the deliverables from project management will face. The delivery on time is but one of these issues. This unit is designed to encompass the wide range of areas that required addressing when successfully implementing project management.
Contact details

<table>
<thead>
<tr>
<th>Unit Web Site URL</th>
<th><a href="http://www.ee.uwa.edu.au/~ccroft/MBAPMS/home.html">www.ee.uwa.edu.au/~ccroft/MBAPMS/home.html</a></th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer’s Email</td>
<td><a href="mailto:ccroft@ee.uwa.edu.au">ccroft@ee.uwa.edu.au</a></td>
</tr>
<tr>
<td>Phone</td>
<td>(61 8) 6488 3097</td>
</tr>
<tr>
<td>Fax</td>
<td>(61 8) 6488 1065</td>
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Your lecturer

Chris Croft

The lecturer for the course is Chris Croft. I have a Bachelor of Engineering degree (Civil) and an MBA. As a fractional lecturer, I also have outside interests. I currently have engineering and business interests in Australia, Malaysia and Indonesia as well as conducting and course coordinator for Project Engineering Practice 430, Engineering Management and Industrial Practice 334 for the School of Electrical, Electronic and Computer Engineering. In addition I developed and delivered the Project Management Module of the Master of Oil and Gas for a period of 7 years. My areas of interest include:

- Project management and control systems and I have been and are currently involved in projects ranging in size from $10,000 to $400 million with small and large companies in the commercial, transportation, mining, infrastructure, oil and gas sectors.

- Management consulting for organisational restructuring of major government departments,

- Market appraisal and commercialization of basic research.

I have also been involved in environmental & geotechnical engineering, business and project development and a number of pure management consultations relating to human resource management and training. Please contacted me on 9448 6178, mobile 0419 935 310 after 9am or after lectures or tutorials if you have any problems or difficulties with the course.
Introduction

Welcome to Project Management 665. This unit has been designed to introduce you to the subject of project management but more importantly the issues in undertaking projects. The course will hopefully build onto some of the other MBA subjects you have taken and extend the ideas of organizational design and behaviour into the realms of project management. These subjects are not a prerequisite for this course but some of the organization structures may have been covered in other classes.

If you do not work in a project environment, many of the concepts presented in this course could still apply to you. Even within highly developed processes, there is often the need to amend or modify to suit new conditions. The use of projects is an effective way of delivering these changes.

It is not intended that you will be experts in using software that is used in planning and controlling projects. These packages will be shown to you and in the assignments, you will have a chance to use them. What is more important is to see the strengths and weaknesses of using these tools.

The course is practical in nature. I have contacted a number of people who have an intimate knowledge of the practice of project management and they will be discussing some issues relating to the implementation of project management in a commercial environment. In this way we can see how the theory should be used or modified to suit the particular circumstances of the project’s environment.

The students in this unit come from a wide range of backgrounds and the material covered will be generic in nature. You may care to use your individual assignment to focus on your own area of interest and apply the understandings gained in this course to that area.

The goal of the unit

This unit is designed to introduce you to project management, the issues involved with implementing project management systems and some of the methods used by project managers to control and deliver their projects. Both the theoretical and practical aspects will be covered.

The project environment is a team environment and a significant component of this course is team based. The ability to tackle new challenges using some fundamental skills combined with working as a team will lead to a stronger project outcome.

The unit also allows you to examine areas of your own experience and test how the project management theory can assist in your working environment. Through the guest speakers you will have access to others who have worked in industry with projects over a range of sectors. By also using the theory presented, you should be able to develop your own project management process to suit your own needs.

With these outcomes achieved you should be able to tackle projects in a controlled and coordinated manner, be aware of how to align your projects to achieve the maximum benefit during execution of and delivery of the outcomes of the project and deliver successful projects.

Broad learning outcomes

On completion of this unit, you should be able to:

- Understand what projects are, what project management entails and when the use of project management is appropriate.
- Understand how projects and programs behave over their life cycle
- Understand how project developers select projects to execute
- Examine organizational structures that are used to manage projects.
- Develop time and cost plans
- Understand Quality management systems as applied to projects.
- Assess and manage risk on projects
Prerequisites

There are no formal prerequisites for this course. This unit assumes that students have an operational competency in the use of word processors, spreadsheets and the University’s online journals.

Software requirements

All software that is necessary for this course will be provided. Students will need access to the following software tools:

- A Microsoft compatible word processor, spreadsheets and presentation program
- Ability to read and print Adobe PDF format.
- Access to Microsoft Project Planning software is desirable but not compulsory.

Textbook(s)

There is no prescribed text for this course. Much of the material is available in online journals covering project management.

Recommended/required text(s)

There are a wide range of Project Management texts available in the library.

Unit web site

The units web pages is at this address


The pages can be browsed using either Internet Explorer or Netscape.
Seminar topics

The proposed weekly timetable is shown on the following table. During the course this may change depending on requirements.

<table>
<thead>
<tr>
<th>Session</th>
<th>Week Commencing</th>
<th>Topic</th>
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<tbody>
<tr>
<td>1</td>
<td>29th. September</td>
<td>Projects and Project Management Program Management</td>
</tr>
<tr>
<td>2</td>
<td>30th. September</td>
<td>Systems Management in Projects Project Management Organisations</td>
</tr>
<tr>
<td>3</td>
<td>1st October</td>
<td>Project Selection &amp; Financing Scope Management Resource Estimation &amp; Cost Control</td>
</tr>
<tr>
<td>4</td>
<td>6th. November</td>
<td>Time Planning Time Planning Software Project Controls</td>
</tr>
<tr>
<td>5</td>
<td>7th. November</td>
<td>Quality Systems Risk</td>
</tr>
<tr>
<td>6</td>
<td>8th November</td>
<td>Special Topics in Project Management R&amp; D Governmental Projects Claims Administration</td>
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Tutorials

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<tr>
<th>Tutorials</th>
<th>Week Commencing</th>
<th>Topic</th>
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<tbody>
<tr>
<td>1</td>
<td>11th. October</td>
<td>London Ambulance Case Study</td>
</tr>
<tr>
<td>2</td>
<td>20th. October</td>
<td>Estimating Exercise</td>
</tr>
<tr>
<td>3</td>
<td>23rd. November</td>
<td>Reynolds Company</td>
</tr>
<tr>
<td>4</td>
<td>1st. December</td>
<td>Marine Co-Pilot Radar Game</td>
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Attendance

Participation in class, whether it be listening to a lecture or getting involved in other activities, is an important part of the learning process. For this reason the GSM has decided not to move to on-line teaching. It is, therefore, important that you attend classes (and be on time).

More formally, the University regulations state that ‘to complete a course or unit a students shall attend prescribed classes, lectures, seminar and tutorials’. Students whose attendance at MBA units has been unsatisfactory will not be granted a pass grade. More than two missed classes without prior permission from the lecturer is classified as unsatisfactory. Students should not expect to obtain approval to miss more than two classes per unit, unless there are exceptional circumstances.
Assessment

<table>
<thead>
<tr>
<th>Work</th>
<th>Percent</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Submission</td>
<td>10%</td>
<td>11th. October</td>
</tr>
<tr>
<td>London Ambulance Service</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Group Submission</td>
<td>20%</td>
<td>20th. October</td>
</tr>
<tr>
<td>Estimate Case Study</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reynolds Case</td>
<td>20%</td>
<td>23rd. November</td>
</tr>
<tr>
<td>Group Submission</td>
<td>10%</td>
<td>1st December</td>
</tr>
<tr>
<td>Simulation Exercise Preparation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Individual Project</td>
<td>40%</td>
<td>1st December</td>
</tr>
</tbody>
</table>

The assessment is a combination of both group and individual submissions. The two group assignments are set to allow students to participate and develop novel solutions to project problems. The diversity in the groups should be an asset rather than a hindrance to this work. In both these assignments the foundation will require you to prepare time and cost plans for your projects. The first group assignment provides you with the opportunity to prepare time and cost plans for a well known project. Other project issues are also covered in this assignment as strategic as well as tactical project issues must be addressed. Details of the first group assignment will be available in week 3 of the course. The second group exercise is necessary for the in class simulation at the conclusion of the unit. Time and cost planning as well as forecasting exercises will be required. Details of this assignment will be made available in week 6 of the course.

The first individual assignment will allow you to be familiar with project time planning software and develop a project control system for a project. Details of this assignment will be made available in week 5 of the course. As this group has such a diverse background, the topic of the second individual assignment topic will be selected by the student. Students will choose a project that relates to their work/home/university experience and using some aspects of the project management literature presented critically appraise the benefits or pitfalls in using the information found in the literature in tackling issues encountered when undertaking the selected project. Students must finalize their topic by week 9 of the course.

The purpose of assessment

There are a number of reasons for having assessable tasks as part of an academic program. The assessable tasks are designed to encourage you to explore and understand the subject more fully. The fact that we grade your work then gives you an indication of how much you have achieved. Providing feedback on your work also serves as part of the learning process. The assessment will therefore determine the degree in which students can use the material presented in this course. The assignments require the application rather than the reiteration of the subject material.
The standard of assessment

The Graduate School must ensure that the processes of assessment are fair and are designed to maintain the standards of the School and its students. The School follows the University of Western Australia’s grading system:

- HD (Higher Distinction) 80-100%
- D (Distinction) 70-79%
- CR (Credit Pass) 60-69%
- P (Pass) 50-59%
- N+ (Fail) 45-49%
- N (Fail) 0-44%

The School awards marks leading to these grades by using the following general criteria which are presented here as an indication of the School’s expectations. These general criteria may be supplemented by specific standards provided with regard to a particular assignment.

**HD** The student has a clear understanding of theory, concepts and issues relating to the subject and is able to adopt a critical perspective. The student is able to clearly identify the most critical aspects of the task and is able to offer a logically consistent and well articulated analysis within the analytic framework presented in the course. The student is able to draw widely from the academic literature and elsewhere but maintains relevance.

**D** The student has a clear understanding of theory, concepts and issues relating to the subject. The student is able to develop an analysis of an issue using the analytic framework presented in the course and is able to identify and evaluate the critical issues. The student is able to draw upon relevant academic and other material.

**CR** The student demonstrates an understanding of the analytic framework developed in the course and a partial understanding of concepts and issues. The student is able to identify some key issues and is able to present a logical discussion, but with some conceptual errors or gaps between analysis and conclusions. The student is able to draw upon an adequate range of references and other materials.

**P** The student generally takes a descriptive rather than analytic approach to the subject. The student is able to demonstrate some understanding of the issues involved but does demonstrate the ability to apply the analytical framework which had been developed in the course. Draws primarily upon course materials for referencing.

**N+** The student is unable to demonstrate that he or she understands the core elements of the subject matter. The student is able to provide some insight into issues but misapplies analytic framework developed in course, omitting key factors and, for example, drawing conclusions which are not related to the preceding discussion.

**N** The student is unable to demonstrate any understanding of the subject matter. Material presented for assessment is unrelated to course framework and shows no effort to identify or address critical aspects of the topic.

The scaling of marks to ensure comparability between classes in an acceptable academic practice. The GSM and Board of Examiners has the right to scale marks where it is considered necessary to maintain consistency and fairness.
Submission of assignments

All assignments except the last assignment should be submitted in class on the due date. The final assignment may be submitted in Word for Windows format or as an Adobe PDF electronically to me at ccroft@ee.uwa.edu.au. I will acknowledge receipt of and the ability to open the submitted file. If I am unable to open the file, you will be required to submit a hard copy of your final assignment.

Late assignments will attract a penalty of 5% per day. This penalty will be waived by the lecturer only in exceptional circumstances. No marks will be awarded to assignments submitted after other students in the class have had their assignments returned.

Assignments will be returned in class.

It is the intention that the marked assignments will be returned within two weeks of submission.

Appeals against assessment marks

In the first instance, students are strongly advised to talk informally to the lecturer about the grade awarded.

The University provides the opportunity for students to lodge an appeal against any mark which he or she feels is unfair. Any student making an appeal is under an obligation to establish a prima facie case by providing particular and substantial reasons for the appeal.

There is a 10 day time limit for making any such appeal. An appeal against academic assessment may result, as appropriate, in an increase or decrease in the mark originally awarded. The University regulations relating to appeals and the form on which the appeal should be lodged can be found in the GSM website.

Acknowledgements and plagiarism

In the course of your individual and group work assignments, you will encounter ideas from many sources. These will include journal and newspaper articles, commentaries, books, web sites and other electronic sources, original case sources, lecture materials. All MBA assignments that you submit must acknowledge all the different sources you have used.

Not to acknowledge your sources is plagiarism, a form of dishonesty. Plagiarism is the misappropriation of the work or ideas of others and presenting them as your own. This is reprehensible from both an ethical and legal viewpoint. Neither the School nor the University accepts ignorance or the fact that a student’s previous acts of plagiarism had been undetected as a defence.

In order to avoid engaging in plagiarism it is your responsibility to acknowledge all of your sources in any work submitted for assessment and it is essential that you reference the work of others correctly. Where you quote directly from a source, you must ensure that any direct quotations are placed in quotation marks and are fully referenced. Even when you do not quote directly and are just referring to or expanding on the work of others, you must still acknowledge the sources of your information and ideas. Close paraphrasing in which you change a few phrases around, leave a clause out of a long sentence or put the original sentences in a different order is still plagiarism.

Advice on proper referencing is given below. If you have any doubts concerning appropriate referencing formats or how to acknowledge the work of others correctly, you should seek the advise of your lecturer.

It is GSM policy that no student will profit from plagiarism. Generally, a mark of ‘Fail’ will be recorded for the assignment in which this has occurred, regardless of its other merits or qualities. Serious cases shall be referred to the University’s Board of Discipline. All students should note that cases of copying are automatically reported to the Sub-Dean and documentary evidence along with associated correspondence is placed on the student’s permanent record.
Taping of Lectures

The Graduate School does not provide tape recordings of lectures, however if you do wish to tape record a lecture then as a matter of courtesy, you should obtain the permission of the lecturer first.

Referencing

It is important that the referencing of any sources used in your written work is done properly, if only to substantiate the points you are making in your assignment or project. The Harvard style is the preferred and there are some notes for guidance which have been prepared by the library staff: ‘Citing your sources Harvard Style’

Endnote is a really good system for building up a database of references. Not everyone will want to invest the time in using this system but you should consider it if you intend to build up resource materials or plan to undertake extensive research in a particular area. The library staff have also developed a tutoring package: ‘A quick Guide to Using EndNote’ which provides the basics for using EndNote with an essay

This is linked to from the how to Use EndNote page www.library.uwa.edu.au/guides/endnote/
which provides more comprehensive information.