THE UNIVERSITY OF AUCKLAND
Te Whare Wānanga o Tāmaki Makaurau
NEW ZEALAND

BUSINESS SCHOOL

# Course Outline 2017
# OPSMGT 357: PROJECT MANAGEMENT (15 POINTS)

## Semester 2 (1175)

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## Course Prescription
An introduction to the management of projects in organisations, with a particular emphasis placed on the interdisciplinary nature and broad applications of projects. Topics covered include people management, organisational planning, and resource issues.

## Programme and Course Advice
Prerequisite: INFOSYS 110 or 120 or INFOMGMT 192 and 30 points at Stage II

## Goals of the Course
Businesses are increasingly adopting a "project" approach in many of their activities. This course is designed to provide an introduction to the management of projects in a variety of settings, including software development, new product development, engineering and construction, research and development, organisational change, events management, advertising and political campaigns.

The course will emphasise the inter-disciplinary nature of projects. As such the material will deal with the technical, organisational, behavioural, financial, quality, logistical, and informational aspects of managing (planning, scheduling, and controlling) projects. Thus, the course will entail both qualitative and quantitative material.

This course places particular emphasis on students improving their skills w.r.t. the following attributes of the Graduate Profile for the BCom degree because these are most closely related to the skills required for managing projects in organisations:

- identify problems and develop appropriate processes for their solution;
- analytical and search skills;
- development of coherent and justified arguments, and sound communication skills;
- a capacity for self-directed learning throughout life;
- an ability to adapt to uncertainty, complexity, and ambiguity.

## Learning Outcomes
By the end of this course it is expected that a student will be able to:

1. Analyse and assess the needs of organisations with respect to managing projects.
2. Understand and utilise the inter-disciplinary nature of Project Management concepts, with respect to their wide application and the multiple stakeholders involved.
3. Utilise software and other analytical tools to develop competence in the management of projects across all phases of the project management life cycle.
4. Develop generic skills in time management, self-directed learning, analytical reasoning and decision making for problem solving, and effective business communication in the context of project management tasks.

## Content Outline
Week 1 Introduction to Project Management
Weeks 2 – 4 Project planning (1)
Week 6 Managerial issues for projects
Weeks 7 – 8 Project planning (2)
Weeks 9 – 10 Project execution and oversight
Weeks 11 – 12 Project closure, adjunct topics and final review

The procedures and the course schedule are subject to change though all effort has been taken to plan lectures according to the schedule given. For further details please refer throughout the semester to the information in CANVAS.

## In the Event of an Unexpected Disruption

We undertake to maintain the continuity and standard of teaching and learning in all your courses throughout the year. If there are unexpected disruptions the University has contingency plans to ensure that access to your course continues and your assessment is fair, and not compromised. Some adjustments may need to be made in emergencies. In the event of a disruption, the University and your course coordinators will make every effort to provide you with up to date information via CANVAS and the university web site.

## Learning and Teaching

Classes will be held at the City campus and comprise a weekly lecture of three hours and a lab of one hour respectively. Lectures are active learning times and are therefore not recorded. Labs provide examples to practice various technical skills and give opportunity to reflect on team work skills. The software package (Microsoft Project) used in the course for the self-directed learning module is available in the Labs in OGGB, Level 0. The expectation is that students spend an average of 6-9 hours per week on the course outside of class (split between reading/studying/practicing and assignments).

Significant research has now accumulated showing that people learn best by self-discovery or “active learning”. This class will use active learning techniques. At times students find this frustrating because they are working on a case or exercise before the material has been addressed in class. However, this is the whole point of active learning. The only way a skill is developed – skiing, cooking, writing, critical thinking, solving thermodynamics problems, or understanding operational issues – is practice: trying something, seeing how well or poorly it works, reflecting on how to do it differently, potentially getting more information, then trying it again and seeing if it works better. Further, studies have shown that if something is learned through self-discovery it will be retained much better than if it simply presented as fact.

The course content will present both contemporary theory (primarily aligned with guidelines of the Project Management Institute PMI) and practice (from case studies and examples in class). A variety of instructional methods may be employed, including lecture presentations, in-class exercises and discussions, self-paced video tutorials, use of Internet-based resources, and guest-lectures from industry. To make the class more lively and valuable for everyone, all students are expected to have read beforehand and thought about the material assigned as preparation for each week.

## Student Feedback

In the spirit of continuous improvement, feedback and ideas on this course are welcomed. Recent student feedback resulted for example in the choice of a shorter textbook for this semester. Past student feedback resulted in Lectures being held just once a week (3-hrs block), and also the weekly Lab tutorials being offered throughout most of the semester rather than only four times at the start of the course.

## Teaching Staff


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|---|---|
| Name | **Ursula Dantin** |
| Role | Lecturer |
| Location | OGGB, Level 4, Room 441 |
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|---|---|
| Name | **Masah Boroushaki** |
| Role | Lab Tutor & Course Coordinator |
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## Learning Resources

**Prescribed textbook:**
The new prescribed text for the course is: Heagney, Joseph (2016). *Fundamentals of Project management*. New York: American Management Association, 5th Edition, ISBN 9780814437360. The text is available as hardcopy at UBS with student discount and as free e-book via the University Library intranet, ISBN 9780814437377.

**Other resources:**
Of particular relevance to this course is: Project Management Institute Standards Committee (2013). *A guide to the project management body of knowledge: PMBOK guide*. (e-book and in Engineering Library Short Loan).

A limited number of readings and/or handouts may be distributed in class or via CANVAS | Modules. CANVAS also provides links to library resources, journal articles and other supporting material. There are numerous journals and books related to project management that may provide further material for students that are interested in pursuing Project Management beyond this course. These can be located through CANVAS | Reading Lists and CANVAS | Additional Library Resources, or directly from the Library's LEARN system.

Note: The information in CANVAS forms an integral part of the course. Materials and information will be made available through this channel throughout the semester.

## Assessment

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|---|---|
| Lab Assignments (individual work) | 12% |
| Group Assignment (case study) | 15% |
| Weekly quizzes (online, best 8 out of 10) | 8% |
| Mid-Semester Test (90 minutes, closed book) | 20% |
| Final Exam (3 hours, closed book) | 45% |
| Total | 100% |

A student must pass the final exam to be eligible to pass the course.
The weekly quizzes are each worth 1% with only the best 8 of 10 counted towards the final grade giving this course component the 8% weight.

All assignments are to be submitted electronically to Turnitin before the due time. Late assignments may be accepted, but with a specified mark penalty per (part or full) day late.

Note: Group work is to be shared equally among members of the group. However, peer marking may apply. All assessed work may be reviewed against electronic source material using computerised detection mechanisms. Upon reasonable request, students will be required to provide an electronic version of their work for computerised review.

Further details on these assessments will be provided at the first lecture and on CANVAS.

The broad relationship between these assessments and the course learning outcomes is as follows.

| Learning Outcome | Individual Lab Assignments | Group Assignment | Weekly Quizzes | Mid-Semester Test | Exam |
|---|---|---|---|---|---|
| 1 | | X | X | X | X |
| 2 | X | X | X | X | X |
| 3 | X | X | X | X | X |
| 4 | X | X | X | X | X |

The assessments will strongly emphasise students' ability to apply theory in lifelike/real-life scenarios as opposed to regurgitating theory in response to questions that test rote learning.

Students are expected to familiarise themselves with the section on Cheating and Plagiarism (below).

## INCLUSIVE LEARNING

Students are urged to privately discuss any impairment-related requirements in person and/or in written form with the course coordinator, lecturer and/or tutor.

## CHEATING AND PLAGIARISM

The University of Auckland regards cheating as a serious academic offence.

Plagiarism is a form of cheating. In coursework assignments submitted for marking, plagiarism can occur if you use the work and ideas of others without explicit acknowledgment. Work can be plagiarised from many sources, including books, journal articles, the internet, and other students' assignments. A student's assessed work may be reviewed against electronic source material using computerised detection mechanisms. Upon reasonable request, students may be required to provide an electronic version of their work for computerised review.

The way of avoiding plagiarism is to reference your work properly. If you are in doubt about how to reference properly, ask someone – your lecturers, tutors and the Student Learning Centre are good places to start. Please refer to the following website for further information about academic referencing: www.cite.auckland.ac.nz/

The document *Guidelines: Conduct of Coursework* provides further advice on how to avoid plagiarism. It can be found at: www.business.auckland.ac.nz/conductcoursework

The penalties for plagiarism can be severe, including losing some or all of the marks for the assignment. Major offences can be sent to the University's Discipline Committee, where further penalties can be imposed.

## THIRD PARTY ASSISTANCE WITH COURSEWORK

While you are encouraged to improve your coursework writing skills and are permitted to seek assistance from third parties you are advised that there are important limits on the amount and type of assistance that can be given to you in completing your assignments, including group work. Third parties include fellow students, reading groups, friends, parents, SLC tutors, and paid-for professional editing services.

There is a set of guidelines which clearly indicates the type of advice and assistance that can be given. If you are seeking the assistance of any third party you are required to give a copy of the guidelines to the person prior to them helping or assisting you.

You are also required to only seek and accept help using a printed version of your work, not an electronic version. You must keep a copy of this printed version and produce it if required.

A copy of the guidelines is available at: www.business.auckland.ac.nz/thirdpartyassistance

## HELP WITH ACADEMIC REFERENCING

Acknowledgement of sources is an important aspect of academic writing. The University's Referen©ite website www.cite.auckland.ac.nz provides students with a one-stop online resource for academic referencing needs. Referen©ite explains the essentials of referencing and how to avoid plagiarism. It also includes practical tools to help students reference correctly, use references effectively in writing, and gives fast access to some major reference formats with examples.