



The University of Auckland Business School

Course Outline 2009

OPSMAN 705: PROJECT MANAGEMENT (20 POINTS)

Course Prescription

This course deals with the fundamentals of project management. It covers methods of planning projects; organisational structures and information management for project teams, project leadership and conflict management; risk management; scheduling and cost control.

Goals of the Course

To develop a working knowledge of project management.

Learning Outcomes

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

1. appreciate the range of practical P.M. techniques available;
2. apply P.M. principles and techniques within their organisations; and
3. confidently undertake the management of a project and see it to a satisfactory conclusion on time and within budget.

Content Outline

The material covered in this course will be the latest project management practice and theory, based on the Project Management Institute Body of Knowledge. The seminar will cover project management using an interactive approach including case studies, class discussion and worked examples.

The specific areas to be covered are:

- **Organisational structure**, including roles and responsibilities; governance and management issues.
- **Scope management** is the process of identifying what we are trying to achieve and how we are going to achieve it. This includes the management of the quality of the deliverable.
- **Time management** involves estimating how long it will take to carry out the project, taking into account task inter-dependencies and resource constraints. Then monitoring progress and responding to variances.
- **Cost management** is the function of maintaining effective financial control of the project.
- **Risk management** includes the processes concerned with identifying, analysing and responding to project risk. It includes maximising the results of positive events and minimising the consequences of adverse events.
- **Integration and procurement management** covers the complexities of multi-organisational projects, contracts and competitive procurement.
- **Leadership and people management** includes the dimension of getting people to do things. It considers negotiation, conflict management and leadership

styles.

Communication management includes the processes required to ensure timely and appropriate generation, collection, dissemination and storage of project information.

Learning and Teaching

Course work comprises two distinct elements:

- coverage of project management concepts and frameworks through textbook readings and
- coverage of practical examples and topical issues through case study, article review, practical exercises and class discussion.

Teaching Staff

Lecturer:

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Learning Resources

Students are recommended to acquire the following textbook for the course:

A Guide to the Project Management Body of Knowledge
Project Management Institute
Standards Committee
130 South State Road
Upper Darby, PA 19082 USA

Students are also required to have access to the latest version of Microsoft Project (negotiable if a new version has recently come out).

Case studies, articles and other materials will be distributed by the lecturer.

Assessment

Grades for this course will be assessed as follows:

Course work	Learning Outcomes	Weighting
Individual Reading Assignment	1,2	15%
Group Assignment - Research Project	1,2,3	20%
Individual MS Project Assignment	1,2,3	15%
Final Examination	1,2,3	50%

Plagiarism, Copying or Cheating

The University of Auckland does not tolerate cheating or assisting others to cheat, and views cheating in coursework as a serious academic offence. The work a student submits for grading must be the student's own work, reflecting his or her learning. Where work from other sources is used, it must be properly acknowledged and referenced. This requirement also applies to sources on the world-wide web. A student's 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.

All candidates should consider the following definitions of undesirable conduct and (if necessary) discuss them with me:

- **Collusion** occurs when two or more individuals combine their efforts in order to deceive the assessor as to who is responsible for a particular piece of work.
- **Cooperation** may be permitted in certain circumstances, where a joint study effort, class presentation or group project forms an appropriate part of the overall assessment.
- **Plagiarism** occurs when students use ideas, word sequences, diagrams and other forms of work established prior to the particular student's submission, without acknowledging the source of the work used. This will include work done by students on other courses.

Candidates should be aware that plagiarism is a serious offence and severe penalties may be imposed.