



Business School

**School of Information Systems, Technology  
and Management**

Never Stand Still

Business School

# **INFS 5848 PROJECT, PORTFOLIO and PROGRAM MANAGEMENT**

## **Course Outline Semester 1, 2016**

### **Part A: Course-Specific Information**

Please consult Part B for key information on Business School policies (including those on plagiarism and special consideration), student responsibilities and student support services.

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## PART A: COURSE-SPECIFIC INFORMATION

### 1 STAFF CONTACT DETAILS

Position	Name	Email	Room	Phone
Lecturer-in-charge (LIC) and Workshop Facilitator	Prof. Walter Fernandez	<a href="mailto:w.fernandez@unsw.edu.au">w.fernandez@unsw.edu.au</a>	Quad 2090	X57796
Workshop Associate Facilitator	Mr. Rasheed Khan	<a href="mailto:r.khan@unsw.edu.au">r.khan@unsw.edu.au</a>		

The best way to contact your lecturer in charge is via email or during their consultation times as specified in Moodle.

Please note that **only your UNSW email account will be used for formal notices and correspondence regarding the course**. It is school policy to only respond to email messages that are clearly identifiable as having originated from legitimate accounts. Legitimate email accounts are:

- A UNSW student account
- An identifiable employer provided account
- An identifiable ISP account (bigpond, ozemail, etc.)

Moodle will be utilised for all course communications i.e. notices, questions regarding assignments and course content. Please check Moodle regularly as this is where we communicate urgent notices when needed.

Please note – only urgent (and very short) enquiries will be answered via e-mail, or telephone. Please attend consultation times or make an appointment if you need to discuss issues in detail. If you need to contact the School urgently you can contact the School Office on 9385-5320 or email at <istm@unsw.edu.au>.

### 2 COURSE DETAILS

#### 2.1 Teaching Times and Locations

Workshops start in Week 1(to Week 12). **Please note: work starts immediately, so Week 1 is critical to your success, perhaps the most important seminar for your learning outcome. Do not miss it.**

These lectures are given as interactive workshops, that is, you will be practising and working, thus there are no tutorials in this course. The Time and Location are:

	Date/Time	Location
Workshops	Thu18:00-21:00	<b><u>UNSW Business School G23 (K-E12-G23) The Place.</u></b>

## 2.2 Units of Credit

The course is worth 6 units of credit. There is no parallel teaching in this course.

## 2.3 Summary of Course

INFS5848 provides you with a comprehensive introduction to project management in an information technology/information systems context that is also applicable to other contexts in which project management principles apply.

The course considers both theoretical and practical perspectives and will equip you with the necessary skills to be able to better manage, or participate in, significant projects. The course, which is built around the Project Management Body of Knowledge (PMBOK) from the Project Management Institute, has a very strong emphasis on learning by practice, critical analysis of the PMBOK, understanding emerging issues in IS project management, and ethical and responsible management.

You will learn by action, working on project team that puts into practice the newly acquired knowledge. During this semester you will plan and manage a complex project that will allow you to gain knowledge and skills on technical, behavioural and strategic aspects of project management. Your learning effort will be supported by readings, videos, discussions and practical workshops that will explain the key phases of the project management cycle.

## 2.4 Course Aims and Relationship to Other Courses

INFS5848 aims to equip you with both theory and practical skills in the management and implementation of projects. These skills are of paramount importance to improving the performance of your personal projects and in your future professional career where you can expect to be involved in a variety of projects.

The course also aims to further your development as a scholar and future business professional. The course will refine your communication skills and group-work skills, improve your time and conflict management skills, and assist in your research skills.

The course assumes no prior experience in project management in general or information technology/information systems implementation projects in particular.

## 2.5 Student Learning Outcomes

By *course learning outcomes* we mean what you should be able to DO by the end of this course if you participate fully in learning activities and successfully complete the assessment items.

After studying this course you will be able to:

1. Explain what is involved in good project management practices and ethical project management practices.
2. Understand and explain the ten key areas of project management knowledge: Project Integration Management, Project Scope Management, Project Time Management, Project Cost Management, Project Quality Management, Project Human Resource Management, Project Communications Management, Project Risk Management, Project Procurement Management, and Project Stakeholder Management.
3. Understand and explain how to deal with communication, performance, teamwork, conflict, and leadership issues in significant projects.

4. Discuss and explain the challenges and problems associated with traditional project, portfolio and program management techniques.

In addition to these learning outcomes, this course aims to improve your critical thinking and problem solving capabilities. Of utmost importance is to understand that good project management depends on excellent communication and conflict resolution skills; thus, this course will focus on developing your communication and teamwork skills.

The learning outcomes in this course also help you to achieve some of the overall Program Learning Goals and Outcomes for all postgraduate coursework students in the Business School. Program Learning Goals are what we want you to BE or HAVE by the time you successfully complete your degree (e.g. 'be an effective team player'). You demonstrate this by achieving specific Program Learning Outcomes - what you are able to DO by the end of your degree (e.g. 'participate collaboratively and responsibly in teams').

For more information on the Postgraduate Coursework Program Learning Goals and Outcomes, see Part B of the course outline.

### **Business Postgraduate Coursework Program Learning Goals and Outcomes**

**1. Knowledge: Our graduates will have current disciplinary or interdisciplinary knowledge applicable in local and global contexts.**

You should be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.

**2. Critical thinking and problem solving: Our graduates will have critical thinking and problem solving skills applicable to business and management practice or issues.**

You should be able to identify, research and analyse complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.

**3. Communication: Our graduates will be effective communicators in professional contexts.**

You should be able to:

- a. Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and
- b. Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.

**4. Teamwork: Our graduates will be effective team participants.**

You should be able to participate collaboratively and responsibly in teams, and reflect on your own teamwork, and on the team's processes and ability to achieve outcomes.

**5. Ethical, social and environmental responsibility: Our graduates will have a sound awareness of ethical, social, cultural and environmental implications of business issues and practice.**

You should be able to:

- a. Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and
- b. Consider social and cultural implications of business and /or management practice.

The following table shows how your Course Learning Outcomes relate to the overall Program Learning Goals and Outcomes, and indicates where these are assessed (they may also be developed in tutorials and other activities):

Program Learning Goals and Outcomes		Course Learning Outcomes	Course Assessment Item
<i>This course helps you to achieve the following learning goals for all Business postgraduate coursework students:</i>		<i>On successful completion of the course, you should be able to:</i>	<i>This learning outcome will be assessed in the following items:</i>
1	Knowledge	<p>Explain how IS/IT projects can assist organisations to meet strategic goals and increase innovation and agility.</p> <p>Explain what is involved in managing IS/IT projects at the strategic level.</p> <p>Understand the role of senior project managers in managing the core areas of project management, as per the Project Management Institute's PMBOK.</p> <p>Knowing how to define a project, including idea generation, scoping and planning for the project's execution.</p> <p><i>Analyse a given project/programme and develop a high level strategy for the delivery of such project.</i></p>	Assignments, Exam, Class activities
2	Critical thinking and problem solving	Learn a number of models, methods, processes, approaches, and techniques to enable the effective management of projects and how to best contribute and respond to opportunities to improve IS/IT project outcomes.	Assignments, Exam, Class activities
3a	Written communication	Construct written work which is logically and professionally presented.	Assignments, Exam
3b	Oral communication	Communicate ideas in a succinct and clear manner.	Class activities and presentations.
4	Teamwork	Work collaboratively to complete a task.	Team assignments, Class activities.
5a	Ethical, social and environmental responsibility	Identify and assess environmental and sustainability considerations in problems related to the implementation of projects and programs.	Assignments, Class activities, Exam
5b	Social and cultural awareness	Be able to work effectively and responsibly in a multicultural team environment.	Team assignments, Class activities.

### 3 LEARNING AND TEACHING ACTIVITIES

#### 4 Approach to Learning and Teaching in the Course

***This course takes the view that students are responsible for their own learning.***

The staff involved in the course will facilitate that learning by providing guidance as to what needs to be studied through the reading list, the 'self-assessment questions', the content of lessons and discussions during the weekly seminar and the assignments.

We will cover a considerable amount of material during the workshops, some of this material is very difficult and requires you to prepare ahead of the workshops/seminars.

***It is vital that you study from Week 0.*** This requirement means that you should read the set readings, work through the preparation material, and attend the seminar each week.

***The seminars will be based on a flipped-mode of learning.*** That is, you need to prepare ahead and work during the seminars on a set of activities facilitated by your teacher(s). Preparing ahead will allow you to take advantage of the learning activities and to contribute to your and your peers' learning outcomes. By doing so you will develop not only your skills but also your potential to succeed in your future professional life.

Given the action-based learning nature of this course, ***it is not possible to learn and succeed without attending and participating on team work and class activities.***

It is also your responsibility to make an intensive effort in your studies. ***Keeping up to date is very important as each week builds on the prior weeks.*** It is important that you get your study regime organized quickly. By keeping up you are also properly prepared to participate in the weekly workshops and on team activities and tasks. If you have any problem getting ready for the workshops, please contact your Lecture-in-charge immediately.

##### 4.1 Learning Activities and Teaching Strategies

The learning activities and teaching strategy follows flipped classroom learning principles. This means that you will watch videos, read your textbook and other prescribed material, and listen/read instructions from to your lecturer for homework. You will then use your class-time (workshops) for tackling difficult problems, working in teams/groups, researching, creating and collaborating. *The preparation you need to do before the workshops is therefore extremely important to your learning-by-doing activities.*

For the duration of the semester, you will be working on a single project. Your project team will propose and then plan for the delivery of a key component for a programme that aims to deliver a sustainable bio-fuel industry. While the program is fictitious, the project work you will be doing for it is real (in the sense that you will be working with your team to produce a coherent and fully developed project strategy).

The learning activities do continue after the workshops. You will be working with your team, collectively and as individual team member, to complete a number of tasks related to your project assignment.

Finally, a key idea behind our teaching and learning strategy is that project management is learned by doing; that is, by putting into practice techniques and methods in a social and environment. Thanks to your engagement in performing substantial project work and managing yourself and your team, you will learn key

project management skills, methods and techniques while simultaneously developing your individual and team leadership capabilities.

### **Seminars/Workshops**

This course will not have formal lectures but it rather takes the form of a series of seminars/workshops that will allow you and your team to develop a full plan for a major project.

During the workshops, the lecturer will only provide a short overview of the topic at hand in the form of “briefs” that will focus on explaining difficult concepts and emerging issues as well as clarifying the tasks you need to perform.

The role of the briefs is to help you to understand the context of the topic as well as work through the difficult points of your project.

The LIC will act as both the key facilitator of the workshops and the Program Manager to whom your team will report. Part of the role of the Program Manager is to mentor you and your team so that you can maximise your learning experience.

The preparation required for each lecture is set out in each week’s study guide. It is assumed that you will have done the reading prior to each lecture. You will be examined on this to encourage your learned discussions and contributions.

### **Class Participation & Discussion**

Typically, the first two hours of the workshop will be facilitated by the LIC and you will participate on a series of activities that will both progress your knowledge and your project. The last hour of each week will typically involve further teamwork, such as solution design, investigating, conflict management/resolution, and reporting.

You will receive a workshop plan before each workshop and the activities will be directed and facilitated by the LIC.

During your activities, you will receive support from the LIC (and other facilitators) so you can better understand the tasks to be performed, but you will be responsible for performing the tasks.

Attendance at these workshops will be taken and it is vital that all students engage in these activities. It is very important for you to understand that *if you cannot attend to this course’s weekly workshops, or work on teams, you should not enrol on this course.* This requirement is not negotiable. Without teamwork and constant development of the project plan, no project management (or project) is possible.

As you commit to your team and participate you will develop your communication and management skills, gaining a significant experience and knowledge that is likely to empower you and benefit your future career.

### **Private Study**

Your own private study is the most important component of this course. The readings and all other pre-workshop material will be clearly stated and provided to you via Moodle. Keeping up to date is very important as each week builds on the prior weeks. It is highly recommended that you get your study regime organized quickly.



## 5 ASSESSMENT

### 5.1 Formal Requirements

In order to pass this course, you must:

- Achieve a composite mark of at least 50; and
- Complete each assessment component to minimum acceptable level (normally a mark of 45%). If this level of performance is not achieved in any component, a UF grade will be awarded.

Please note that assessment components may be scaled to a mean of 60% and all assessment tasks are subject to the University's and Business School's assessment policies.

### 5.2 Assessment Details

Assessment Task	Weight	Length	Due Date
Participation	5%	n/a	On going
Continuing Learning Activities (CLA) (part of workshops)	15%	Refer to individual specifications	Weeks 1 to 8, to be announced via Moodle.
Major Assignment (Project Plan)	30%	Refer to Specification	Week 12
Teamwork	5%	Refer to Specification	Week 13
Exam	45%		Exam period
TOTAL	100%		

#### Participation

Your participation in the workshops is essential and will be assessed over the length of the course. The mark you receive will reflect the extent to which you have contributed to class discussions and exercises.

Your participation is assessed so to encourage your preparation for and participation in the workshops, and thus enhancing your learning outcomes.

Participation addresses all the learning outcomes of the course and the programme.

*Since this course is taught in flipped learning mode (see Section 3), a minimum of 85% attendance (10 out of 12 seminars) is required to be able to seat for the final exam.*

#### Teamwork

Teamwork involves working confidently within a group, contributing your own ideas effectively, taking a share of the responsibility, being assertive – rather than passive or aggressive, accepting and learning from constructive criticism and giving positive, constructive feedback to others.

Based on the project management concepts related to teamwork ***you will write a short report assessing the performance of your team and presenting the key***

**lessons learned in regards to your teamwork during the assignment.** You will be asked to comment on topics such as: completion of tasks, commitment in team performance, effectiveness of teamwork, demonstration of team spirit and team effectiveness. A full description of the task will be provided in class.

Teamwork addresses all the learning outcomes of the course and the programme.

Assurance of learning - This assessment task will be used to assess Business School Postgraduate Learning Outcome 4: Teamwork.

*“Students should be able to participate collaboratively and responsibly in teams, and to reflect on their own teamwork, and on the team’s processes and ability to achieve outcomes.”*

### **Continuing Learning Activities**

A set of activities is worth 15% of your overall marks and will be assessed as part of your continuing learning. These activities will typically be in the form of questionnaires to be taken during of the workshops. These activities will be integrated with, or related to, the material and/or activities conducted during the workshops (from week one to week 12) and they will be announced in Moodle.

The aim of CLAs is to facilitate your learning process and allow for timely remedial action, should you require support in learning specific project management concepts.

Details of the CLAs, and the corresponding marking criteria, will be specified in Moodle. Each activity will be marked out of ten and you will be able to discard the activity with lowest mark from the set of activities.

These activities address course learning outcomes 1, 2 & 3.

### **Assignment**

The Assignment is worth 30% of your overall marks and is to be undertaken by groups of 6 students that will be formed by the LIC (no self-selected, as professional project work rarely is self-selected).

The Assignment will involve the preparation of a full project plan (25%) which delineates how each area of project management knowledge will be addressed in your project and provide appropriate estimates of time, cost and quality.

Your group will also make a 15 minutes presentation of findings (5%) (all group members will present, as directed by the LIC).

The Assignment will involve research of the academic and professional literature as well as the discussion of real or illustrative examples.

The detailed breakdown of the marking criteria is set out on the Assignment Specification (see Moodle).

Assignment addresses course learning outcomes 4 & 5 and Programme Learning Outcomes 1, 2, 3a & 5a.

The assignment is an essential component of the course which would give rise to a UF (Unsatisfactory Fail) grade should the mark obtained for the assignment fail to achieve a 40% of the available marks. This condition is based in that for this course your ability to work in a project is the best way to assess that you have actually acquired the project management skills that, while critical to success, cannot be assessed by other means (i.e., exams).

## Final Exam

The final exam will be a 2 hour written paper held in the formal examination period. The examination is worth 45% of your overall assessment. The examination will be closed book. The format and coverage of the exam will be discussed in the Week 12 seminar.

All exams are conducted in accordance with the UNSW Rules for the Conduct of Examinations and it is the student's responsibility to be familiar with these rules. Information about exams is available from [my.unsw.edu.au](http://my.unsw.edu.au).

The exam will cover the entire course and will address learning outcomes 1 through 7.

The final exam is an essential component of the course which would give rise to a UF (Unsatisfactory Fail) grade should the mark obtained for the assignment fail to achieve a 40% of the available marks. This condition is based in that for this course we must assess your individual level of knowledge to avoid rewarding students who hide behind the team effort during other major items of assessment.

### 5.3 Submission Procedure

All assignments are to be formatted as per specification, and using the assignment template(s) that will be available on Moodle.

The Assignment is to be submitted in two forms:

1. Via the Turnitin mechanism available on the course website.
2. Printed copy to be delivered to the SISTM as per instructed (see Moodle).

### 5.4 Late Submission

The late submission of Assignments carries a penalty of 10% of the available marks for that assignment per day of lateness, unless an extension of time has been granted.

An extension of time to complete an assignment will only be granted in cases of misadventure or illness. Applications for an extension of time should be made to the course co-ordinator (by email or in person).

You will be required to substantiate your application with appropriate documentary evidence (such as medical certificates, accident reports etc.) of the grounds on which you are making your application further details. Please note that work commitments and computer failures are usually consider insufficient grounds for an extension.

#### Quality Assurance

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

## 6 COURSE RESOURCES

### Course Website

The course website is hosted on Moodle (access via the TELT website – <https://moodle.telt.unsw.edu.au>). You will have access to the course website once you have enrolled in the course.

The course website contains the study guides, lecture slides, assignment details, announcements and other information about the course.

### Textbook

The text for the course is:

***Information Technology Project Management (8<sup>th</sup> edition)***

by Kathy Schwalbe, published by Course Technology (Cengage)

### Seminar Slides and other Material

A PDF document of the slides that will be used in the lecture will be posted on Moodle after each workshop. Other relevant documents and URLs will also be posted to Moodle.

## 7 COURSE EVALUATION AND DEVELOPMENT

Each year feedback is sought from students and other stakeholders about the courses offered in the School and continual improvements are made based on this feedback. UNSW's Course and Teaching Evaluation and Improvement (CATEI) Process is one of the ways in which student evaluative feedback is gathered. In this course, we will seek your feedback through ongoing discussion plus end of semester CATEI evaluations.

## 8 COURSE SCHEDULE

Week	Topic	Reading*	Key Events/Outcomes
Week 1 2 March	Introduction to PM Organizational Context of IT projects	Ch 1 Ch2	<b>Critical week:</b> Course success factors discussed Assignment teams formed Team briefed, and projects are proposed
Week 2 9 March	Managing Scope	Ch 5	Project Scope defined Assignment released <b>Assignment's scope discussed in class</b>
Week 3 16 March	Conflict and Negotiation Time Management	Ch 6	
Week 4 23 March	Integration Management	Ch 4	
Week 5 30 March	Stakeholders Management	Ch 13	
Mid-session break			
Week 6 13 April	Project Communication Management	Ch 10	
Week 7 20 April	Quality Management	Ch 8	
Week 8 27 April	Budgeting and Cost Estimation	Ch 7	
Week 9 4 May	Managing Project People	Ch 9	
Week 10 11 May	Managing Project Risk	Ch 11	
Week 11 18 May	Managing Projects Portfolios and Programs	TBA see Moodle	Assignment due Assignment presentations I
Week 12 25 May	Group Presentations and Wrap Up		Assignment presentations II
Week 13 1 June	No Lectures on week 13	N/A	Self-reflection assignment on teamwork due.

\* Please note that each week is likely to have additional readings to supplement the readings in the text.

\* The order of topics is subject to change. Changes, if required, will be communicated via Moodle.