INFS 5848
PROJECT, PORTFOLIO and PROGRAM MANAGEMENT

Course Outline
Semester 1, 2015

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

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
<th>Email</th>
<th>Room</th>
<th>Phone</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecturer-in-charge</td>
<td>Walter Fernandez</td>
<td><a href="mailto:w.fernandez@unsw.edu.au">w.fernandez@unsw.edu.au</a></td>
<td>Quad2090</td>
<td>X57796</td>
</tr>
<tr>
<td>Lecturer</td>
<td>Ken Stevens</td>
<td><a href="mailto:k.stevens@unsw.edu.au">k.stevens@unsw.edu.au</a></td>
<td>Quad2082A</td>
<td>X54242</td>
</tr>
</tbody>
</table>

The best way to contact your lecturer 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. Students should note that 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.

2 COURSE DETAILS

2.1 Teaching Times and Locations
Lectures start in Week 1 (to Week 12): The Time and Location are:

<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lecture</td>
<td>Thursday 18:00-21:00</td>
</tr>
</tbody>
</table>

These lectures are given as interactive seminars, thus there are no tutorials in this course.

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 but also applicable to other contexts in which project management principles apply. This course will explain the need for project management and the issues associated with managing projects. It will explain the key phases of the project management cycle and describe the various tools and methods used in each of those phases. The course will consider both theoretical and practical perspectives and equip you with the necessary skills to be able to better manage or participate in projects. The course is built around the Project Management Body of Knowledge (PMBOK) from the Project Management Institute. However, there is a very strong emphasis on critical analysis of the PMBOK and on emerging, topical issues in IS project management.

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 improve the performance of your personal projects and later in your 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 management 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
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. Explain the role of project management software, methodologies, standards, project management professional bodies and professional ethics in the management of IS/IT projects.
3. Assess the performance of a project and make recommendations accordingly.
4. Discuss and explain the challenges and problems associated with traditional project, portfolio and program management techniques.
5. Discuss and explain new emerging and contemporary issues in the project management landscape.

In addition to these learning outcomes, this course also aims to improve your critical thinking and problem solving skills, as well as communication and group work skills.

Course Learning Outcomes are 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.

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.
   - 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.
   - 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):

<table>
<thead>
<tr>
<th>Program Learning Goals and Outcomes</th>
<th>Course Learning Outcomes</th>
<th>Course Assessment Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>This course helps you to achieve the following learning goals for all Business postgraduate coursework students:</td>
<td>On successful completion of the course, you should be able to:</td>
<td>This learning outcome will be assessed in the following items:</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Explain how IS/IT projects can assist organisations to meet strategic goals and increase innovation and agility. Explain what is involved in managing IS/IT projects at the strategic level. Understand the role of senior project management in this regard and the management of the core areas of project management as delineated in the Project Management Institute’s PMBOK.</td>
<td>Assignments, Exam, Class activities</td>
</tr>
</tbody>
</table>
2 Critical thinking and problem solving

Learn a number of models, methods, processes and techniques to enable the effective management of projects and how to best contribute and respond to opportunities to improve IS/IT project outcomes.

Analyse a given project and develop a high level strategy for the delivery of such project.

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

5a Ethical, social and environmental responsibility

Identify and assess environmental and sustainability considerations in problems related to the implementation of projects and programs.

Assignments, Exam

5b Social and cultural awareness

Be able to work effectively and responsibly in a multicultural team environment.

Team assignments

3 LEARNING AND TEACHING ACTIVITIES

3.1 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 lectures and the assignments.

We will cover a considerable amount of material this session and some of this material is very difficult. It is vital that you study from Week 1. This means you should read the set readings, work through the set questions, and attend the seminar each week.

It is however your responsibility to make a concerted 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 lectures.

3.2 Learning Activities and Teaching Strategies

Lectures

The lecture will provide a short overview of topic at hand and will focus on explaining the difficult concepts and issues via the use of examples and worked problems. The role of the lecture is to help you understand the context of the topic as well as work through the difficult points and examples. 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.
Class Participation & Discussion
Typically, the last hour of each week will involve discussion and class exercises. Attendance at these will be taken and it is vital that students engage in these activities.

Private Study
Your own private study is the most important component of this course. The readings, self-assessment exercises, and your own topic summaries should form the basis your private study. Keeping up to date is very important as each week builds on the prior weeks. It is recommended that you get your study regime organized quickly.

4 ASSESSMENT

4.1 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 Australian School of Business assessment policies.

4.2 Assessment Details

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Weight</th>
<th>Length</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation</td>
<td>5%</td>
<td>n/a</td>
<td>On going</td>
</tr>
<tr>
<td>Hand Ups</td>
<td>15% (5 x 3%)</td>
<td>Approx. 300 words each</td>
<td>Weeks 3, 5, 6, 8 &amp; 10</td>
</tr>
<tr>
<td>Group Assignment</td>
<td>25%</td>
<td>3,500 words</td>
<td>Week 1</td>
</tr>
<tr>
<td>Individual Reflection on Group Assignment</td>
<td>5%</td>
<td>500 words</td>
<td>Week 11</td>
</tr>
<tr>
<td>Exam</td>
<td>50%</td>
<td></td>
<td>Exam period</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Participation
Your participation in the lectures is encouraged 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 lectures.

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

Hand Ups
There are 5 ‘Hand-ups’ due over the course of the session (Week’s 3, 5, 6, 8 & 10). The Hand-ups comprise one or more exercises relating to topics recently covered in the course. The hand-ups are to be submitted in the tutorial of the week in which they are due. Each hand-up will be worth 3% of your overall assessment and are to be undertaken individually.
Each Hand-up will involve the completion of one or more exercises relevant to the tutorial for the week in which the Hand-up is due. While the nature of the exercises undertaken in completion of Hand-ups will vary over the session, they will typically involve answers of no more than 300 words. It is intended that the Hand-ups form part of your weekly study regime.

The requirements for each week's Hand-up will be posted on the course website at least one week before it is due. Queries regarding the completion of the weekly homework should be directed to the LIC.

Each Hand-up must be submitted in both hardcopy and softcopy. The hardcopy is to be handed in (in person) in your tutorial in the week that the hand-up is due. The softcopy is to be submitted via the TurnItIn link on the course website for that hand-up. You must lodge your softcopy by midnight of the day of submission.

If you are unable to attend the seminar because you are ill or suffer a misadventure, please contact the LIC to make alternative arrangements for submission. Submissions via email will not be accepted in all but the most exceptional circumstances.

Each Hand-up will have its own marking criteria. In general, marks will be awarded for extent to which you accurately and appropriately answer the question(s) at hand and the quality of your presentation (which includes grammar and spelling where appropriate). Each Hand-up will have its own coversheet, which you must use. Coversheets must be hand signed and dated. Unsigned coversheets will not be accepted.

You are required to keep an electronic copy of each of your Hand-up submissions. You may be asked to submit your electronic copy to your tutor for inclusion in the audit / quality assurance programme being used in this course.

You are reminded that, as with all assessment exercises, plagiarism will not be tolerated and all found instances will be pursued to the fullest extent.

**Group Assignment**

The Assignment is worth 25% of your overall marks and is to be undertaken by groups of 4 students.

The Assignment will involve the preparation of a report (20%) which investigates a key challenge currently facing IT project or programme management. Your group will also make a 15 minutes presentation of findings (5%) (all group members to present).

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 2 specification.

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

**Individual Reflection on Group Assignment**

You are required to complete a short (no more than 500 words) reflection piece on various aspects of their group's performance on the group assignment, applying the
project management principles you have learnt throughout the session. The reflection piece is worth 5% and the hardcopy is to be submitted in the Week 12 seminar.

The specification for the Individual Reflection will be released after the mid-session break. You will be required to use the coversheet supplied. A copy of your individual diary is to be attached as an appendix.

Final Exam
The final exam will be a 2 hour written paper held in the formal examination period. The examination is worth 50% 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.

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

4.3 Submission Procedure
All assignments are to be formatted as per the assignment specifications.

4.4 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 considered insufficient grounds for an extension.

4.5 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.

5 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 (Revised 6th or 7th editions)*
by Kathy Schwalbe, published by Course Technology (Cengage)

Lecture Slides
A PDF document of the slides that will be used in the lecture will be posted in advance of the lecture. Worked solutions to the exercises undertaken in the lecture will not be made available (you will need to attend the lecture to get those).

6 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.
# COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading*</th>
<th>Events</th>
</tr>
</thead>
<tbody>
<tr>
<td>Week 1 2 March</td>
<td>Introduction to PM</td>
<td>Ch 1</td>
<td>Critical week: course success factors discussed</td>
</tr>
<tr>
<td>Week 2 9 March</td>
<td>Organizational Context of IT projects</td>
<td>Ch 2</td>
<td></td>
</tr>
<tr>
<td>Week 3 16 March</td>
<td>The Project Management Process Groups</td>
<td>Ch 3</td>
<td>Hand up 1 due</td>
</tr>
<tr>
<td>Week 4 23 March</td>
<td>Project Integration Management</td>
<td>Ch 4</td>
<td>Assignment groups formed Assignment released</td>
</tr>
<tr>
<td>Week 5 30 March</td>
<td>Managing Scope</td>
<td>Ch 5</td>
<td>Hand up 2 due Assignment’s scope discussed in class</td>
</tr>
</tbody>
</table>

| Week 6 13 April | Conflict and Negotiation Project Time Management | Ch 6     | Hand up 3 due                                               |
| Week 7 20 April | Managing Project Quality                           | Ch 7     |                                                             |
| Week 8 27 April | Budgeting and Cost Estimation                     | Ch 8     | Hand up 4 due                                               |
| Week 9 4 May | Managing Project People                            | Ch 9 and 10 |                                                             |
| Week 10 11 May | Managing Project Risk                              | Ch 11    | Hand up 5 due                                               |
| Week 11 18 May | Managing Project Portfolios and Programs           | TBA      | Assignment due Assignment presentations I                  |
| Week 12 25 May | Group Presentations and Wrap Up                    |          | Assignment presentations II                                 |

* 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.