ICT 327
Management of IT Projects

Unit Information

Semester 1 2005 Version 3.2

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### Document Control

<table>
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<tr>
<th>Date</th>
<th>Version</th>
<th>Description of change</th>
<th>Name</th>
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<tr>
<td>27/01/04</td>
<td>0.1</td>
<td>Initial draft version of outline</td>
<td>Diana Adorno</td>
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<tr>
<td>30/01/04</td>
<td>0.2 – 0.7</td>
<td>Updates to the initial draft after discussion with Arnold Depickere</td>
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<td>3/02/04</td>
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<tr>
<td>9/03/04</td>
<td>1.1</td>
<td>Correction – Change Assignment 1 due date to week 5 (<a href="#">page 16</a>) – all students. Correction – External students: Change due date for weekly reports to be each Wednesday to line up with the internal students submission time. All other due dates are correct. (<a href="#">page 14</a>)</td>
<td>Diana Adorno</td>
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<tr>
<td>12/3/04</td>
<td>1.2</td>
<td>Updated unit schedule to include all of the weekly reports with the due dates – after feedback from external student. Changed position of Murdoch logo in line with standard template</td>
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<td>6/4/04</td>
<td>1.3</td>
<td>Added reading for weeks 9-10</td>
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<td>18/5/04</td>
<td>1.4</td>
<td>Corrected ambiguity error in weekly reports assessment. Removed weekly report for Week 12 as assessment requires weekly reports only for weeks 2-11</td>
<td>Diana Adorno</td>
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<tr>
<td>20/05</td>
<td>2.0</td>
<td>Updated for release to Singapore-run course.</td>
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<tr>
<td>15/02/05</td>
<td>3.0</td>
<td>Updated for change of semester (Semester 1, 2005) and rearrangement of course structure with input from Marjolein Towler.</td>
<td>Diana Adorno</td>
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<tr>
<td>23/02/05</td>
<td>3.1</td>
<td>Corrections made to assessment</td>
<td>Diana Adorno</td>
</tr>
<tr>
<td>28/03/05</td>
<td>3.2</td>
<td>Corrections made to grading (change in University policy. Addition of DNS grade.)</td>
<td>Diana Adorno</td>
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ONE

Introduction

Unit overview

This unit covers both business needs analysis from an IT perspective and a Project Management approach to IT development. Students will gain practical experience in analysing the organisation, project documentation, scheduling, budgeting, quality, assurance and risk assessment. Project audit, closure and assessment will be considered.

Prerequisites

Nil.

Aims and objectives

Unit aims

The broad aims of this unit are to:
1. Provide students with an understanding of how to work on a team to plan, control and complete a project.
2. To understand the nine areas of the project management body of knowledge.
3. Understand the genesis of project management and its importance to improving the success of information technology projects.

Learning objectives

On successful completion of the unit you should be able to:
1. Understand how to effectively work with a team to plan and control a project.
2. Understand how to manage project scope, time, cost, quality, human resources, risk communications, and integration (PMBOK areas)
3. Prepare and track project schedules and budgets using appropriate manual and automated tools.
4. Apply generic project management tools and methods to software development projects.
5. Identify and evaluate important and useful resources for Information Systems Project Management.
6. Analyse and critique project management case studies and situations, in both written and oral form.
7. Demonstrate competence in preparing oral presentations.
Contact details

Unit coordinator/ Lecturer
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Email contact only – please make sure to include your student number in any correspondence.

Tutor
Walter Newland
0413 077 413 (Between 9am and 5 pm)
Email: baubau@iimetro.com.au

Administrative contact
+61-8-9360 2693
ECL 3.037 (South Street Campus)

How to study this unit

This unit covers the following topics:
• Project Management Context
• Project Management Processes
• Project Integration Management
• Requirements Specification & Management
• Scope Management
• Time Management
• Cost Management
• Quality Management
• Configuration Management
• Human Resource Management
• Communications Management
• Project documentation
• Initiating, Planning, Executing & Controlling projects
• Managing international projects

Learning activities (Internal students only)
There is a 2-hour lecture and a 2-hour tutorial each week.
Lecture time: Tuesday 12.30-2.30pm SS1.34 South Street Campus, Murdoch.

Attendance (Internal students only)
Students should attend at all lectures and tutorials.
**Technical Help**

For technical difficulties with WebCT contact the Student Helpdesk:

- **helpdesk@student.murdoch.edu.au**
- or phone +61-8- 9360 2000
- or online: [http://wwwstudent.murdoch.edu.au/](http://wwwstudent.murdoch.edu.au/)

For difficulties with other online materials contact your Unit Coordinator.

**Unit timetable**

This timetable will help you to plan your study over the semester.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic</th>
<th>Reading</th>
<th>Assignment due dates*</th>
</tr>
</thead>
</table>
| 1.   | Unit Administration  
      Introduction to Project Management | Schwalbe Chapter 1  
      CHAOS reports |  
| 2.   | Initiating  
      Planning | Schwalbe Chapter 3  
      (pp 63-90)  
      Writing assessment (Tutorial) |
| 3.   | Executing  
      Controlling | Schwalbe Chapter 3  
      (pp 90-102) |  
| 4.   | Project Management Context  
      Project Management Processes | Schwalbe Chapters 2, 3 | Report 2 |
| 5.   | Project Scope Management | Schwalbe Chapter 5 | Assignment 1 |
| 6.   | Integration Management | Schwalbe Chapter 4 | Report 3  
      Presentations (tutorial) |
| 7.   | Time Management  
      Cost Management | Schwalbe Chapters 6,7 | Presentations (tutorial) |
| 8.   | Quality Management | Schwalbe Chapter 8 | Report 4  
      Writing assessment (Tutorial) |
      Communications Management | Schwalbe Chapters 9, 10 | Assignment 2 |
| 10.  | Risk Management  
      Procurement Management | Schwalbe Chapters 11, 12 | Report 5  
      Presentations (tutorial) |
| 11.  | Project Documentation | TBA | Presentations (tutorial) |
| 12.  | Managing International Projects | Gray CF & Larson EW,  
      pp 432-459 (Available on e-reserve) |  
| 13.  | Review | |  

Note: All written assignments and reports are due Monday midday via WebCT.
Resources for the unit

Unit materials

To undertake study in this unit, you will need:

**Essential textbook**


Including software: Microsoft® Project 2000.

Available through the Murdoch Bookshop, [http://bookshop.murdoch.edu.au/](http://bookshop.murdoch.edu.au/)

**Essential reading**

Standish CHAOS Reports


**Other references**

Recommended reference:

Online Resources

Unit Welcome Page

The WebCT login page for online access to this unit is at
http://online.murdoch.edu.au

Note: If you cannot obtain access to WebCT, a copy of the content is available via FTP

Thomson Learning (Course Technology)
http://www.course.com
Go to: IT Project Management>Project Management> IT Project Management 3rd edition
(Schwalbe)> Student Downloads

Library resources

Past exam papers
http://wwwlib.murdoch.edu.au/exams/
Note that the unit code was previously B327.

E-Reserve
http://prospero.murdoch.edu.au/search/r

Computing resources

Microsoft® Project is available in all IT labs
Assessment processes

You will be assessed on the basis of:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Description</th>
<th>Value</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written communication skills</td>
<td>Short Answer</td>
<td>Diagnostic</td>
<td>Completed in tutorials week 3 &amp; week 8</td>
</tr>
<tr>
<td>Assignment 1</td>
<td>Research paper proposal Presentation</td>
<td>5%</td>
<td>Beginning of week 5</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>Research Paper Presentation</td>
<td>15%</td>
<td>Beginning of week 9</td>
</tr>
<tr>
<td>Short reports</td>
<td>5 short reports</td>
<td>20%</td>
<td>Weeks 2, 4, 6, 8, 10,</td>
</tr>
<tr>
<td>Examination</td>
<td>Short Answer &amp; Extended Response</td>
<td>50%</td>
<td>Assessment period</td>
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</table>

Written Communication Skills (Internal students only)

A short answer question will be given in tutorials in weeks 3 and 7. Writing time for this exercise is 15 minutes. The exercise is to be completed and submitted in the tutorial.

Assignment submission

Note: It is the responsibility of all students to keep a copy of all assignments handed in for assessment.

Internal Students

- Submit assignments 1 & 2 into the assignment box ECL building level 2. The box will be labelled with the unit code.
- Submit reports online via WebCT.
- Each assignment must have a standard cover sheet. Cover sheets are available either at:
  - WebCT at http://online.murdoch.edu.au/

External (off-campus) Students

- External students should submit assignments through external studies. Further information on the submission of assignments by email can be found at: http://external.murdoch.edu.au/offcampus.html
- Note that the short reports should be submitted via WebCT.
- Each assignment must have a standard cover sheet. Cover sheets are available at: http://external.murdoch.edu.au/offcampus.html#assignments
Late submission

If an extension is required, you must contact your tutor. An extension may be granted on medical ground, but must be supported with a medical certificate.

If an assignment is submitted late, 5 marks will be deducted for each day late up to a maximum of 7 days. After 7 days, no marks will be awarded for the assignment.

Examination(s)

For ICT327, there is one 2.5-hour exam. It is a closed book exam, however you are permitted to take one A4 sheet of handwritten notes. You are permitted to hand write notes on both sides of the sheet.

The exam consists of both short and extended answers.
- Students should bring identification to the exam
- Students have a right to see marked scripts.

For further information about examinations, refer to http://www.murdoch.edu.au/oss/exams/

Attendance and participation requirements (Internal students only)

Students should attend all tutorials. Students are expected to be prepared in order to participate in discussion each week. If unable to attend, please notify your tutor before the tutorial.

Determination of the final grade

In order to pass this unit, you must:
- Submit assignment 1, assignment 2, complete at least 3 short reports and sit the final exam, and
- Achieve a satisfactory performance (normally 50% or higher) in the entire unit.

Your final grade for the unit will be based on your combined aggregate score for the assignment, presentation, class participation and examination components. Your final grade will be reported by a letter grade according to the following percentage ranges.

<table>
<thead>
<tr>
<th>Notation</th>
<th>Grade</th>
<th>Percentage Range</th>
</tr>
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<tbody>
<tr>
<td>HD</td>
<td>High Distinction</td>
<td>80 – 100</td>
</tr>
<tr>
<td>D</td>
<td>Distinction</td>
<td>70 – 79</td>
</tr>
<tr>
<td>C</td>
<td>Credit</td>
<td>60 – 69</td>
</tr>
<tr>
<td>P</td>
<td>Pass</td>
<td>50 – 59</td>
</tr>
<tr>
<td>UP</td>
<td>Ungraded Pass</td>
<td>50 or above</td>
</tr>
<tr>
<td>N</td>
<td>Fail</td>
<td>Below 50</td>
</tr>
<tr>
<td>DNS</td>
<td>Fail</td>
<td>Fail, did not submit any assignments after HECS census date</td>
</tr>
<tr>
<td>S</td>
<td>Supplementary Assessment</td>
<td>45 – 49*</td>
</tr>
</tbody>
</table>

*The award of the grades of CP and S shall be at the discretion of the unit coordinator.

See Section 5 of the assessment code regarding grades http://www.murdoch.edu.au/vco/secretariat/admin/codes/assess.html#5

The grade descriptors are provided in the Murdoch University Handbook and Calendar and at http://www.murdoch.edu.au/vco/secretariat/admin/codes/assess.html#5
University policy on assessment

Assessment for this unit is in accordance with the provisions of Degree regulations 40–48. Check these in the current Murdoch University Handbook and Calendar or http://www.murdoch.edu.au/admin/legsln/regs/bachelor.html#assessment

Assessment roles and responsibilities

Please refer to the University Policy at http://www.murdoch.edu.au/vco/secretariat/admin/codes/assessapp1.html

Honesty in assessment and avoiding plagiarism

For guidelines on honesty in assessment including avoiding plagiarism, see http://www.murdoch.edu.au/admin/discipline/
FOUR

Assessment details

Communication Skills Diagnosis (Internal students only)

Written communication skills are a critical skill required for project management. This test is used to provide identify the areas each student can improve.

A short answer question will be given in tutorials in weeks 2 and 7. Writing time for this exercise is 10 minutes.

Short Reports

A 1000 word report is to be submitted for each report. The report should include:

• Topic title
• The report should define any terms in the question and then a discussion of the topic.
• You may include diagrams, graphs and images if appropriate to the report.
• Correctly formatted list of additional references – you are expected to do some reading beyond the textbook. For more information on how to cite a reference, see http://wwwlib.murdoch.edu.au/find/citation/

List of reports

The following outlines the topics of the reports to be submitted.

Report 1
Explain the difference between product development and project management.

Report 2
Does a project manager need a technical background to be an effective manager of IT projects?

Report 3
Does size (scale) matter? When approaching a new project, would you manage a small project differently from a large project? Consider how you would determine what is a small or large project in your answer.

Report 4
Risk is the biggest issue on a project. Do you agree or disagree? Explain why or why not.

Report 5
What is ‘good’ communication? How can a person improve their communication skills? Consider both individual and team work.
Assignment cover sheets

All assignments submitted, must use a standard cover sheet.

Internal students:
- WebCT at http://online.murdoch.edu.au/or

External (off-campus) students:
Assignment 1: Topic Proposal/Plan and Presentation

Requirements
You are to submit a 2-page Topic Proposal & Plan on Assignment 2. This should include:
- A 500-word proposal on a topic of your own choosing related to any topic in the unit, and
- a 1-page project plan including Gantt chart.

The proposal should include:
- The topic
- The justification of the topic (Why is it important?)
- Summary of the key research already in place for the project
- List of 4-6 references (must be mixture of websites, online journals, books etc.
  Websites only are not acceptable)
- Key issues or difficulties envisioned for the topic chosen.

The project plan should include:
- Your project strategy
- The key steps and sub-steps how you are going to approach your topic.
- Your Gantt chart may be developed using either Microsoft® Project or Microsoft® Excel. For a guide on how to use Microsoft® Project, see Schwalbe, Appendix A.

Choosing a topic
Choose a topic in Project Management for Information Systems with a view to address an issue, for example:
- Is Managing a Multi-media project different from a traditional software project?
- The top 10 reasons for project failure and strategies to overcome them.

You should look through the textbook for topics that interest you, but if you do not find anything sufficiently interesting, please consult your tutor or unit co-ordinator to discuss alternatives. Your topic should be from a management perspective, not a technical perspective.

Tutors will provide some assistance in choosing a topic.

Changing a topic
Once a topic has been proposed and presented, it cannot be changed without approval of your tutor or unit coordinator. Students should work with tutors to identify an appropriate topic.

Presentation (Internal students)
Students are to present their Topic Proposal/Plan. This should include:
- The topic
- The justification of the topic
- Core components or structure
- Key issues or difficulties envisioned for the topic chosen.

The presentation is to be 15 minutes in length. Tutors will arrange a time for students to present.

To submit:
- Standard cover sheet
- PowerPoint presentation slides printed 6 to a page.
- Accompanying pages of notes.
Presentation (External students)
Along with their proposal, submit a PowerPoint presentation with notes for your Research Paper Proposal. The presentation should include:

- The topic
- The justification of the topic
- Core components or structure
- Key issues or difficulties envisioned for the topic chosen.

To submit:
- Standard cover sheet
- PowerPoint presentation slides printed 6 to a page.
- Accompanying pages of notes.

*Note: Please submit your proposal and presentation together as a single assignment.*

Assignment 2: Research Paper

Requirements of the paper

The research paper on your chosen topic. The topic must follow the proposal and presentation already submitted in assignment 1.

- **Length:** The paper should be 3 000 words in length. **Submit 2 copies** of your paper (1 hard copy and 1 soft copy). The soft copy will be kept for future reference. The 3000-word count does not include the title page or bibliography.
- **Include ‘lessons learnt’:** At the end of the paper, include a one-page summary at the end that lists ‘lessons learnt.’ List any difficulties you found between submitting your proposal and project plan and what happened when you actually wrote the paper.
- **Use 6-15 References:** Must have at least 6 references, but not exceed 15. Articles less than 3-pages in length will not be included in the total. All references are required to be *handed in* with your assignment. Make sure you have extra copies that you haven’t written on to include with your assignment. This does not apply to material owned by your tutor. Web references may be copied to floppy disk or CD-ROM and submitted on disk.
- **Reference format:** References must appear in a standard format. See [http://wwwlib.murdoch.edu.au/find/citation/](http://wwwlib.murdoch.edu.au/find/citation/) for guidance on referencing and bibliography. Marks are allocated for the bibliography and also the standard internal referencing to sources within the body of your essay. Remember, the use of source material (either directly quoted, or rephrased in your own words) without a reference to the source is considered to be plagiarism.
- **Include bibliography:** Must include a bibliography in standard format. Note that entries should be sorted alphabetically by author surname.

Research Presentations (Internal students)

Your research presentations will last between 12-15 minutes. Marks will be deducted for going over or under the time allotted. The presentations will be held in weeks 10-12 of your tutorial.

Research Presentations (External students)

Submit your presentation slides (printed 6 to a page) with your presentation notes through external studies. You may submit this either along with your research paper or by midday Monday of week 10.