

BSMP28 Project Management Fundamentals

Spring 2015

PLEASE NOTE: In addition to the detail contained within this hand out, it is your responsibility to read and understand the information provided within the programme's Succeed site. In particular, please pay close attention to the plagiarism documents.

SCQF Level 11 – 15 credits

Pre-requisites: N/A

TEACHING STAFF

Module Co-ordinator

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MODULE INTRODUCTION, AIMS AND OBJECTIVES

Project management is vital to all organisations. Designing an aircraft, constructing a bridge, implementing a new information system or even launching an initiative to change a city's image: they are all projects needing careful management. The demand for project managers has increased significantly in the last few decades and is projected to grow further.

This module introduces the basic concepts, techniques of project management and their applications. Students should read widely as well as attending lectures to establish a solid framework of knowledge on project management. The students are also required to participate actively in tutorials and workshops to develop hands-on skills and become familiar with techniques of project planning, control and evaluation. Project cases will be examined both in lectures and in student presentations.

LEARNING OUTCOMES AND SKILLS DEVELOPED

The module aims to introduce students to project management and develop a range of skills:

- Appreciate the unique nature of project management;
- Understand the principles of project evaluation and management;
- Understand and use techniques for project evaluation, planning and controlling;
- Examine the issues and problems in being a project manager;
- Experience the use of computer software in project planning and evaluation;
- Report writing;
- Presentation skills;
- Case study analysis;
- Use of multiple methods of analysis.

LECTURES AND CLASS WORK

All lectures, seminars, presentations will take place in Room 2A13

Timetable

		9-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17
Mon	02 Mar	L1 Project lifecycle	Project planning: Project Bloodhound				L2 Project planning		
Tue	03 Mar	MS Project Introduction*			L3 Teams & contractors		L4 Coping with multiple objectives		Time-cost trade-off
Wed	04 Mar			MS Project Further Skills*			L5 Change Management		
Thur	05 Mar	L6 Why do all projects fail?	Case study briefing						
Fri	06 Mar					L7 Financial appraisal & risk	Financial modelling*		Financial modelling*
Mon	09 Mar	Assignment briefing							
Tue	10 Mar		Assignment support						
Wed	11 Mar			Assignment support					
Tue	17 Mar		Case study presentation						

COMPUTER SOFTWARE

It is assumed that you have a good basic knowledge of Excel. You should be familiar with the use of simple formulae, copying and pasting cell logic such that you can construct a simple model for breakeven analysis. Please contact the module co-ordinator before the start of the module (2.3.15) if you think you may need some development of your Excel capabilities: various Excel support materials can be provided.

Microsoft Office Project Standard 2007 is available in a selection of computer labs. Some of the students might have access to other versions. Though later versions are supposed to be compatible with the earlier

ones, it has been reported that files become corrupted in the process of importing. Therefore, try to keep to one version, especially for your assignment. When you have to use a different version, be sure to keep a backup copy of your files.

REQUIREMENTS

It is essential that you:

- Attend lectures and seminars;
- Actively participate in lectures / seminars, taking notes as appropriate;
- Read prior to lectures the main textbook and suggested literature. These readings are not exhaustive of the topics but serve to provide you with a background to facilitate understanding and discussion during lectures;
- Engage actively in all sessions of the class, especially group work;

ASSESSMENT

This module is assessed by 100% coursework:

- an individual analysis of a project plan with a report describing the options 50%
- an individual case study analysis and report on a selected project 30%
- a group analysis and presentation comparing the case study projects 20%

Submission

The project plan report must be submitted to the MBM Office (3B26) by 09:00 on Thursday 12 March 2015. The case study report must be submitted by 09:00 on Monday 16 March 2015. If you wish to submit outwith office hours, please submit via the assignment box outside Room 3B44. Please ensure that your student registration number and module code are stated on every page of your assignment (either in the header or footer) and that your assignment is stapled in the top left hand corner. It must also be uploaded via the Turn-It-In tool on Succeed prior to the date of submission. It is the individual responsibility of each student to ensure that there is a low similarity index score. A high similarity index score must be investigated and rectified by the student prior to final submission of the assignment. Once marked, your essay will be returned to you.

SUCCEED INFORMATION

Refer to the Succeed website for complementary information about:

- How to submit your essay via Turn-It-In;
- What is meant by plagiarism at Stirling (also check your student Handbook for comprehensive explanations on how to reference work properly);
- Your responsibilities as a student;
- Workload;
- Marking and retention of assessed work;
- Grading scheme.

RECOMMENDED READING LIST

The module does not adopt a single textbook. The following books are a selection available in the library:

- Maylor, H. (1999/2003/2010) Project Management. FT/Pearson.
Pinto, J. (2007) Project Management: Achieving Competitive Advantage. Pearson.
Meredith, J. & Mantel, S. (2006) Project Management: A Managerial Approach. Wiley.
Shtub, A., Bard, J. and Globerson, S. (2005) Project management: processes, methodologies, and economics. Pearson.
Nicholas, J. (2004) Project management for business and engineering. Elsevier Butterworth.
Field, M. & Keller, L. (1998) Project Management. Thomson.
Lockyer, K. & Gordon, J. (2005) Project management and project network techniques. Prentice.

Andersen, E. (2008) Rethinking Project Management: An Organisational Perspective. Prentice.
Winter, M. and Szczepanek, T. (2009) Images of projects. Gower.
McConnell, S. (1996) Rapid Development: Taming Wild Software Schedules. Microsoft Press.
Marchewka, J. (2003/2010) Information technology project management. Wiley.
Hallows, J. (2005) Information systems project management. Amacom.
Morris, P. (1994) The Management of Projects. Thomas Telford.
Morris, P. & Hough, G. (1987) The Anatomy of Major Projects. Wiley.

The first six are general project management textbooks – please select one or two to get the overall picture. Lockyer & Gordon (2005) provides detailed information on some key project management techniques with many useful worked examples. Andersen (2008) and Winter and Szczepanek (2009) attempt to present project management from an organisational perspective which is still under development. McConnell (1996), Marchewka (2003/2010) and Hallows (2005) are all related to software and information systems projects. This is still an area under much research and students are reminded to be open-minded in their readings as always. Morris (1994) provides an excellent historical perspective on project management. Morris & Hough (1987) is a particularly good selection of case studies: well written though many of the projects examined are now over 20 years' old.

In addition, the International Journal of Project Management publishes an excellent range of articles covering both academic theories and practitioner experiences. It is highly recommended that you browse some of the recent issues from time to time.

There are many online sources on projects and project management, ranging from news reports to detailed case studies. You are encouraged to look out for them and relate them to your lecture topics as you progress through the module.

GRADING SCHEME

Details of the Common Grading Scheme can be found at:

<http://www.stir.ac.uk/academicpolicy/handbook/assessmentincludingacademicmisconduct/#q-5>

ACADEMIC MISCONDUCT

The University has an agreed policy setting out procedures for dealing with academic misconduct. Details can be found at: <http://www.quality.stir.ac.uk/ac-policy/assessment.php>

Students' should familiarise themselves with "The Little Book of Plagiarism" and "The Little Book of Academic Misconduct", which can be found in the Succeed site for this module.