



UNIVERSITY
OF TASMANIA

School of Information Systems

Faculty of Business

BSA762

**Information Systems Project
Management**

Semester 1 2007

Unit Outline

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CRICOS Provider Code: 00586B

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Unit summary

Unit code	BSA762
Unit title	Information Systems Development Project Management
Unit description	This is a core compulsory unit within the Master of Information Systems Degree. An understanding of major aspects of project management, the life cycle, planning and administration, resource control, quality assurance, risk management and the dynamics of IS project teams are essential.
Teaching staff	Dr Douglas Newlands, Hobart
Unit Weight	12.5%
Campus & mode	Hobart
Teaching pattern	Semester 1 27 contact hours, delivered during three hour weekly workshops starting from week 3 (13 March). Students will be expected to undertake additional out-of-class work. This work will include completing weekly readings provided by the Unit Coordinator and being prepared to actively participate in workshop discussions and problem solving sessions.
Pre and Corequisites	None
Assessment	Assignment, individual 25% Team research topic and presentation 35% Examination, 5 hour, 40%
Required texts, etc	Schwalbe, K <i>Information Technology Project Management</i> 4 th Ed, Thomson Course Technology, Boston, MA, 2007
Recommended reading	Project Management Institute <i>A Guide to the Project Management Body of Knowledge, 2000 Edition</i> , Newtown Square, PA, 2000. Other material as indicated by the lecturer.

Unit Description

This is a core compulsory unit within the Master of Information Systems Degree. An understanding of major aspects of project management, the life cycle, planning and administration, resource control, quality assurance, risk management and the dynamics of IS project teams are essential.

Aim

This unit introduces the concepts of Project Management for Information Systems in a business environment, highlighting the major contemporary issues associated with effective management of information technology based projects.

Intended learning outcomes

On successful completion of this unit, you should be able to:

1. Have an understanding of the project management lifecycle;
2. Understand what the outcomes of effective project management should achieve in the development of information systems in a modern organisation;
3. Be able to analyse in an organisational context the need for effective project management;
4. Be able to recommend an appropriate strategy in the event that a project encounters difficulties; and
5. Understand the roles of IT Project Managers and team dynamics.

Learning Outcomes and Evidences

Upon successful completion of this unit a student should be able to demonstrate evidence of attaining each of the intended learning outcomes at one of the levels listed:

1. Have an understanding of the project management lifecycle

Assessment	Evidence
HD level:	Shows evidence of a deep and comprehensive understanding of the project management lifecycle
DN level:	Shows evidence of a deep <i>or</i> comprehensive understanding of the project management lifecycle
CR level:	Shows evidence of a good understanding of the project management lifecycle
PP level:	Shows adequate but limited evidence of an understanding of the process of the project management lifecycle
NN level:	Fails to demonstrate knowledge of the project management lifecycle

2. Understand what the outcomes of effective project management should achieve in the development of information systems in a modern organisation

Assessment	Evidence
HD level:	Demonstrates significant and convincing insight into the purpose of effective project management in a modern organisation.
DN level:	Demonstrates a very good grasp of the purpose of effective project management in a modern organisation.
CR level:	Demonstrates a clear grasp of the purpose of effective project management in a modern organisation.

PP level:	Demonstrates an adequate but limited understanding of the purpose of effective project management in a modern organisation.
NN level:	Fails to demonstrate understanding of the purpose of effective project management in a modern organisation.

3. Be able to analyse in an organisational context the need for effective project management

Assessment	Evidence
HD level:	Given an example of particular information project management problem, demonstrates significant insight into an organisational context and need with excellent choice and use of justification
DN level:	Given an example of particular information project management problem, demonstrates a very good understanding of an organisational context and need for with convincing use of justification
CR level:	Given an example of particular information project management problem, demonstrates a good understanding of an organisational context with good use of justification
PP level:	Given an example of particular information project management problem, demonstrates an adequate but limited understanding of an organisational context and need with adequate justification
NN level:	Given an example of particular information project management problem, unable to analyse an organisational context and need for effective project management

4. Be able to recommend an appropriate strategy in the event that a project encounters difficulties

Assessment	Evidence
HD level:	Given an example of particular information project management problem, is able to nominate highly appropriate strategies for a solution with excellent justification.
DN level:	Given an example of particular information project management problem, is able to nominate appropriate strategies for a solution with very good justification
CR level:	Given an example of particular information project management problem, is able to nominate appropriate strategies for solutions but with only adequate justification.
PP level:	Given an example of particular information project management problem, is able to nominate a solution with adequate but limited supporting arguments
NN level:	Given an example of particular information project management problem unable to select an appropriate solution to match the problem

5. Understand the roles of IT Project Manager and team dynamics.

Assessment	Evidence
HD level:	Through participation in the group assessment demonstrates outstanding understanding
DN level:	Through participation in the group assessment demonstrates very good understanding
CR level:	Through participation in the group assessment demonstrates good understanding
PP level:	Through participation in the group assessment demonstrates adequate understanding
NN level:	Is unable to demonstrate understanding

Generic graduate attributes

Attribute	Descriptor	Unit Specifics (Exemplars)
Knowledge	Graduates will have an in-depth knowledge in their chosen field of study and the ability to apply that knowledge in practice. They will be prepared for life-long learning in pursuit of personal and professional development.	<ul style="list-style-type: none"> ▪ Apply technical and information skills appropriate to their discipline or professional area; ▪ Use a wide range of academic skills (research, analysis, synthesis etc); ▪ Understand the limitation of, and have the capacity to evaluate, their current knowledge; ▪ Develop a broad knowledge base and respect the contribution of other disciplines or professional areas; ▪ Identify, evaluate and implement personal learning strategies; ▪ Learn both independently and cooperatively; ▪ Learn new skills and apply learning to new and unexpected situations; ▪ Recognise opportunities.
Communication Skills	Graduates will be able to communicate effectively across a range of contexts.	<ul style="list-style-type: none"> ▪ Demonstrate oral, written, numerical and graphic communication; ▪ Use the medium and form of communication appropriate for a given situation; ▪ Present well-reasoned arguments, using technology as appropriate; ▪ Access, organise and present information, particularly through technology-based activity; ▪ Listen to and evaluate the views of others.
Problem-solving Skills	Graduates will be effective problem-solvers, capable of applying logical, critical and creative thinking in a range of problems. They will have developed competencies in information literacy.	<ul style="list-style-type: none"> ▪ Identify critical issues in the discipline or professional area; ▪ Conceptualise problems and formulate a range of solutions; ▪ Work effectively with others; ▪ Find, acquire, evaluate, manage and use relevant information in a range of media.
Global Perspective	Graduates will be able to demonstrate a global perspective and inter-cultural competence in their professional lives.	<ul style="list-style-type: none"> • Demonstrate an awareness of the local and global context of their discipline or professional area; • Function in a multicultural or global context.
Social Responsibility	Graduates will act ethically, with integrity and social responsibility	<ul style="list-style-type: none"> • Acknowledge the social and ethical implications of their actions; • Appreciate the impact of social change; • Be committed to access and equity principles in their discipline or professional area, and society in general; • Demonstrate responsibility to the local community, and society generally.

Prior knowledge &/or skills

There are no prerequisites for this unit.

Learning resources required

Requisite texts

Schwalbe, K Information Technology Project Management 4th Ed, Thomson Course Technology, Boston, MA, 2007

Recommended reading

Project Management Institute *A Guide to the Project Management Body of Knowledge, 2000 Edition*, Newtown Square, PA, 2000.

WebCT

Electronic copies of appropriate software manuals and links to relevant WWW material will be provided through Vista

Computer hardware & software

Students must have a university username and password for access to computing facilities.

Hobart, IS PC Labs, Information Systems Building

Students will have 24-hour 7 day a week access to the computer laboratories during the academic year. Proximity cards have to be used to gain access to laboratories.

Login codes are printed on the student's Statement of Fees and Enrolment. Use of these login codes is based on the assumption that each student has read and agreed to abide by the Ethics Agreement form. If you forget this username and password, you will need to present your student identity card at the IT Services help desk to be reissued with login details. For printing, a PUP credit account is needed. These are issued through the IT Services help desk.

In addition, USB Flash Disks are useful for file backup.

Unit-specific software

Access to appropriate Oracle software will be provided through the School's computer laboratories. A password to log into the Oracle server will be provided via email by the Information Technology Resources department.

There is no requirement for students to provide software of their own; however personal editions of Oracle software can be downloaded from the Oracle web site.

For WebCT Vista

To access WebCT Vista from your own computer you will need the appropriate software, and hardware to run that software. See **Learning Online** at <http://www.utas.edu.au/coursesonline/software.htm> for computer software you will need.

Note: Older computers may not have the hardware to run some of the required software applications. Contact your local IT support person or the Service Desk on

1818 if you experience difficulties.

See *WebCT Vista: Information for Students* for further information about accessing WebCT Vista.

Details of teaching arrangements

Workshops

Note that there are no formal lectures for BSA762 in 2007. Each week will consist of one three-hour workshop, during which students are expected to actively participate in discussion based on the reading and preparation of learning materials as supplied by the Unit Co-ordinator. Workshops commence in Week 3 (12th March) until Week 12 (21st May) for a total of 27 hours. In addition a one hour presentation and revision session will occur in week 12 (starting 21st May 2007).

Workshop times are from 9.00 am to 12.00 on Wednesdays in Infosys 216.

Unit schedule

<i>Workshops</i>	<i>Topics</i>
1 starting 12 March (wk 3)	Introduction to Unit, readings and assessment requirements Organise teamwork and negotiate research learning assignment Information Gathering & Developing a Project Brief
2 starting 19 March (wk 4)	Introducing project management and the project lifecycle – the project management and IT Context in organisations
3 starting 26 March (wk 5)	Project Selection Methods Risk Management
4 starting 2 April (wk 6)	Project Quality Management Project Quality Plan
	Mid-semester break Thursday 5 th April to Mon 16 th April
5 starting 16 April (wk 7)	Work Breakdown Structures
6 starting 23 April (wk 8)	Project Time Management Network Diagrams and Scheduling Cost Estimation and Crashing Costs
7 starting 30 April (wk 9)	Earned Value
8 starting 7 May (wk 10)	Case Study
9 starting 14 May (wk 11)	Project Closing Contracts
10 starting 21 May (wk 12)	Revision and Presentations One hour

Learning expectations and strategies

Expectations

The University is committed to high standards of professional conduct in all activities, and holds its commitment and responsibilities to its students as being of paramount importance. Likewise, it holds expectations about the responsibilities students have as they pursue their studies within the special environment the University offers.

The University's Code of Conduct for Teaching and Learning states:

Students are expected to participate actively and positively in the teaching/learning environment. They must attend classes when and as required, strive to maintain steady progress within the subject or unit framework, comply with workload expectations, and submit required work on time.

In accordance with the University of Tasmania Codes of Conduct, Guidelines and Policies, under the section dealing with *Code of Conduct for Teaching and Learning-Responsibilities of students to the University*, the following should be noted:

For the unit in which they are enrolled, students should make themselves aware of all subject or unit information made available in the appropriate handbook, and in the first week of the academic timetable should raise any questions or concerns with the appropriate academic staff member in a timely manner.

It is further expected that students will regularly consult email sent to their University email address for any notices relating to the administration of the Unit. During the semester it is expected that students will read and respond to email where appropriate at least once a day, using the email function in Vista to respond.

It is expected that students will submit assignments for the Unit by the specified dates and times, to be advised, unless prior approval has been granted via an assignment extension form, at least 24 hours before the assignment is due to be submitted. It is further expected that assignments will be submitted in the stipulated format.

Note that these expectations are in addition to those specified in relevant University regulations.

Students' expectations of the unit

Students enrolled in BSA762 may reasonably expect the following:

- To have course materials provided in paper copy by the Unit Co-ordinator prior to each workshop;
- To be able to contact the Unit Co-ordinator, with notice, to discuss issues arising in the unit, either relating to the content or their performance within the unit;

- That assignments will be marked and returned within 3 weeks of the submission date;
- That assignments will be marked both qualitatively, in terms of grades and comments, and also quantitatively in terms of a final mark for each assignment;
- That all relevant notices regarding the administration of the unit, including any necessary changes, will be communicated to students enrolled in the unit during the workshops and/or via email.

These expectations are in addition to those specified in relevant University regulations.

Learning strategies

If you need assistance in preparing for study please contact the Unit Co-ordinator, either by email, or in person. If necessary please make an appointment through Information Systems Reception.

Specific attendance/performance requirements

Students will not be able to make an effective contribution to the workshops and make progress in the Unit unless extensive self-study and reading of all required materials occurs prior to attending the workshops. Students are expected to attend ALL workshops unless for reasons of illness or work-related matters they are unable to do so, in which case they must advise the Unit Co-ordinator prior to the delivery of the workshop either in person or by email.

Please note that every student must take a leadership role for at least one of the workshops. This will be negotiated in the first session.

How your final result is determined

In order to pass this unit, the School of Information Systems expects that students:

Achieve a total of at least **45%** in continuing assessment of the unit (i.e. at least 27 marks out of 60 marks);

Achieve a total of at least **45%** in the examination component of the unit (i.e. at least 18 marks out of 40 marks) and

Achieve a total mark of at least **50%** in the total assessment of the unit.

In exceptional circumstances the above expectations may be relaxed by the School Meeting of Assessors.

Submission of assignments

It is **mandatory** that students submit assignments for the unit by the specified dates and times, unless prior approval has been granted at least 24 hours before the assignment is due to be submitted. Assignments will be accepted electronically

through email to douglas.newlands@utas.edu.au and receipt of the email will be acknowledged. In the event that you do not receive confirmation of receipt it is the responsibility of the student to ensure the assignments have been received by the Unit Co-ordinator.

Note that by submitting the assignment you are asserting that: *The assignment details and the final submission are my own work, and these have not been released to any other student, either in electronic or written form.*

Every assessment task has a due date, time and method of submission. These due dates, times and method of submission must be adhered to.

Requests for extensions

Extensions will be considered only under the following conditions:

- Employment related issues: Arrangements for an extension must be made with the unit co-ordinator prior to the assignment due date.
- Illness: A medical certificate must be presented to a staff member associated with the unit either prior to the due date or as soon as possible after the due date.
- The unit co-ordinator will address any extraordinary extension falling outside of these criteria.

All extensions must be applied for at least 24 hours before the due date and in the appropriate way, which will be advised. Verbal extensions will not be accepted.

Any extension granted will have a new submission due date and time.

Assignments that are not submitted by the due date and time will incur the following penalties:

Penalties

10% (of mark achieved) per day or part thereof, whether a working or non-working day, (excluding extensions) for late submissions of all continuous assessment tasks.

Review of results and appeals

It is expected that students will adhere to the following policy for review of any piece of continuous assessment.

- a) Within 5 days of the release of the assessment result, the student should advise the Unit Co-ordinator by email of the specific section **of the marking criteria they are disputing and why they consider the mark is inappropriate.**
- b) Following this notification, students may request a formal remark of the original submission (in accordance with Rule of Academic Assessment 111, clause 22.1). This remark will be undertaken, where practicable, by an alternative assessor.

Students under with Rule of Academic Assessment 111, clause 23 may also request a review of the final result in a unit. The request and payment must be made within 10 days from the date of the result notification . Students are referred to

<http://www.admin.utas.edu.au/HANDBOOKS/UTASHANDBOOKS/RULES/RULE111.html> or http://www.admin.utas.edu.au/ac_serv/flowchart_review_assesment.pdf

Academic referencing

In your written work you will need to support your ideas by referring to scholarly literature, works of art and/or inventions. It is important that you understand how to correctly refer to the work of others and maintain academic integrity.

Failure to appropriately acknowledge the ideas of others constitutes academic dishonesty (plagiarism), a matter considered by the University of Tasmania as a serious offence.

Please read the following statement on plagiarism. Should you require clarification please contact the Unit Coordinator.

Plagiarism

While students are encouraged to discuss the assignments in this unit and to engage in active learning from each other, it is important that they are also aware of the University's policy on plagiarism. Plagiarism is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example downloading an essay wholly or in part from the internet, copying another student's work or using an author's words or ideas without citing the source. Plagiarism detection software is currently being tested by the University of Tasmania.

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own; for example, using an author's words without putting them in quotation marks and citing the source, using an author's ideas without proper acknowledgment and citation, copying another student's work.

If you have any doubts about how to refer to the work of others in your assignments, please consult your lecturer or tutor for relevant referencing guidelines, and the academic integrity resources on the web at <http://www.utas.edu.au/tl/supporting/academicintegrity/index.html>.

The intentional copying of someone else's work as one's own is a serious offence punishable by penalties that may range from a fine or deduction/cancellation of marks and, in the most serious of cases, to exclusion from a unit, a course or the University. Details of penalties that can be imposed are available in the Ordinance of Student Discipline – Part 3 Academic Misconduct, see <http://www.utas.edu.au/universitycouncil/legislation/>

For further information on this statement and general referencing guidelines, see <http://www.utas.edu.au/plagiarism/>

Appendix 1 - Assessment Details

Assessment task 1 Individual Assignment	
Task description	Students are expected to analyse a provided project management case study to identify best practice specifically in the areas of effective communication, human resource management and project risk management.
Task length	Approximately 3,000 words
Links to unit's learning outcomes	Assesses intended learning outcomes 3, 4 and 5.
Assessment criteria / guidelines	25% of the total unit assessment
Date due	Monday 9th April 2007
Assessment task 2 Group Assignment	
Task description	<p>Note: This is a group assignment to be completed in groups of three or four students.</p> <p>Through the use of a case study this assignment aims to provide realistic assessment of cost estimation techniques and project planning, project scope, project risk and project failure.</p> <p>Students are expected to give a 10-15 minute presentation on the findings of their research in the final session on Wednesday 16th May 2007. Student presentations will be peer assessed.</p>
Task length	Approximately 3000 words
Links to unit's learning outcomes	Assesses intended learning outcomes 2, 3 and 4.
Assessment criteria / guidelines	<p>35% of the total unit assessment</p> <p>25% for the report</p> <p>10% of the marks for the final presentation.</p>
Date due	Friday 18th May 2007
Final Exam	
Description / conditions	Nine-hour written open-book examination that assesses all intended learning outcomes and represents 40% of the total unit assessment.
Date	To be advised.

Appendix 2 - What is academic integrity?

Academic integrity is about mastering the art of scholarship. Scholarship involves researching, understanding and building upon the work of others and requires that you give credit where it is due and acknowledge the contributions of others to your own intellectual efforts.

At its core, academic integrity requires honesty. This involves being responsible for ethical scholarship and for knowing what academic dishonesty is and how to avoid it.

Commonly used terms

Attribution: the ascribing of a work or an idea to a particular author or artist.

Citation: the act of directly quoting or giving intellectual credit to another person's work or ideas.

Collusion: “any form of joint effort, between students, or between students and other persons, intended to deceive an assessor as to who was actually responsible for producing the material submitted for assessment”. (University of Western Sydney 2000).

Common Knowledge: can be defined as facts known by a large number of people. These "facts" do not have to be cited.

Group work: can be described as “a formally established project to be conducted by a number of students in common, resulting in a single piece of assessment or a number of associated pieces of assessment”. (Newcastle University 2002).

Legitimate collaboration: Newcastle University describes legitimate collaboration as “any constructive educational and intellectual practice that aims to facilitate optimal learning outcomes through interaction between students”.

Paraphrasing:

1. A restatement of a text or passage in another form or other words, often to clarify meaning.
2. The restatement of texts in other words as a studying or teaching device.

Plagiarism: the stealing or passing off as one's own (the idea or words of another); use (a created production) without crediting the source; to commit literary theft; present as new and original an idea or product derived from an existing source (*Webster's Third New International Dictionary of the English Language*, Unabridged, p. 1728).

Quoting: to place an excerpt from a source word for word into one's paper. The source must be cited, giving credit to the original author.

Summarising: to put someone else's concept or main ideas into one's own words.

Appendix 3 - Common forms of academic dishonesty

- Cheating in an exam either by copying from other students or using unauthorised notes or other aids.
Submitting, as your own, an assignment that another person has completed.
Downloading information, text, computer code, artwork, graphics or other material from the Internet and presenting it as your own without acknowledgment.
Quoting or paraphrasing material from a source without acknowledgment.
Preparing a correctly cited and referenced assignment from individual research and then handing part or all of that work in twice for separate subjects/marks.
- Copying from other members while working in a group.
Contributing less, little or nothing to a group assignment and then claiming an equal share of the marks.

From: James R, McInnis, C and Devlin, M (2002)

Assessing Learning in Australian Universities

Centre for the Study of Higher Education - University of Melbourne

Viewed 29 December 2002

<http://www.cshe.unimelb.edu.au/assessinglearning/03/plagMain.html>

Using words, ideas, computer code, or any work by someone else without giving proper credit is academic dishonesty. Academic dishonesty is often referred to as plagiarism or cheating.



When you use information from a source, you must cite it.

Appendix 4 - How to achieve and maintain academic integrity

Utilise the right sources

In order to articulate your ideas, defend your own argument and refute counter-arguments, you will need to identify the most appropriate sources of material to help you. In order to identify the most appropriate material you will need to evaluate your research results.

Start writing

The next step in the process is to document the validity of your position, and crediting those whose work you have used to establish your position. To do this you will need to apply the appropriate referencing style for your discipline to your work. If you are not sure what style you should be using check with your tutor or your unit outline.

The University also provides a list of preferred text referencing system for undergraduate students at

http://www.utas.edu.au/staff/tl/policies/School_referencing_system_table.htm

When you begin writing your assignment/project report you must give credit to the sources for the ideas you are using. There are standard ways to properly integrate sources into your assignment. They include:

- *Direct quotes* – This is when you place an excerpt from your source word for word into your paper. The source must be cited, giving credit to the original author.
- *Paraphrasing* – This means to restate a passage from your source in your own words. The source and author of the passage you paraphrase must be cited.
- *Summarising* – When you summarise the key concept or main idea from someone else's work in your own words, you must give credit for summarised ideas to the original source.

More information on writing skills

Developing your own writing style is an important part of good scholarship. For information and assistance on essay writing go to the Learning Development website at <http://www.utas.edu.au/learndev/essays.html>



Remember that when you use a direct quote, paraphrase or summarise to not only provide the in-text reference but also provide a full reference in your reference list.

Appendix 5 - What happens if I don't maintain academic integrity?

While studying at University you are expected to submit work that is your own. This does not mean that you can't use other people's ideas to support your own or to enhance your argument. What it does mean is that you are required by the University to acknowledge the source of those ideas as in text references in your assignments and the setting out of a list of references or a bibliography at the end of your assignment, acknowledging all sources utilised.

The academic tradition, on which Australian universities are founded expects that all scholarly efforts undertaken be done so in keeping with the rules of attribution. This means that all material that is submitted or presented for assessment that contains work other than your own, must be attributed to its source.

Failure to do so constitutes academic dishonesty (plagiarism). It is important that students understand how to correctly refer to the work of others and maintain academic integrity.

Ordinance 58: Student Discipline outlines the process for initiating formal discipline procedures for academic/general misconduct matters.

<http://www.utas.edu.au/universitycouncil/legislation/ord58.pdf>

You should also refer to any policies and procedures specific to your Faculty/School.