



LONDON SOUTH BANK
UNIVERSITY

unit guide

Business & Systems
Project Management

MIS-3-326

Faculty of Business,
Computing &
Information Management

Academic year 2006 - 2007

become what you want to be

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1. UNIT DETAILS

Unit Title:	Business & Systems Project Management
Unit Level:	3
Unit Reference Number:	MIS-3-nnn
Credit Value:	15
Student Study Hours:	150
Contact Hours:	39
Private Study Hours:	111
Pre-requisite Learning (If applicable):	n/a
Co-requisite Units (If applicable):	n/a
Course(s):	BSc (Hons) Financial Management BA (Hons) Business Studies/Administration
Year and Semester	2006-07, semester 2
Unit Coordinator:	Jeff Burke
UC Contact Details (Tel, Email, Room)	x.7770, burkejw@lsbu.ac.uk , room L304
Teaching Team & Contact Details (If applicable):	As above
Subject Area:	Business & IS
Summary of Assessment Method:	The Unit will be assessed through in-course group assignments (50%) & a 3 hour exam at end of unit. The assignments are based on organising & managing a project to deploy/develop a business solution.

2. SHORT DESCRIPTION

The unit addresses two inter-related management themes :

- Project Management;
- &
- the Management of Relationships

It does this through both theoretical study AND practical applications of the concepts, issues, tools and methods involved in project development, design, management & control in an organisational context.

3. AIMS of the UNIT

This unit aims :

- To give students practical project planning/control/management skills;
- To develop skills in information-gathering, communication, negotiation, time management – both individually & working as a team;
- To give students an appreciation of differing stakeholder relationships & roles,
- To equip students with these skills by mirroring the real-world situation of project team work.

4. LEARNING OUTCOMES

On completion of their studies, students should be able to :

4.1 KNOWLEDGE AND UNDERSTANDING

- Identify a project & its attributes;
- Apply suitable structures & frameworks to projects to identify common management issues;
- Produce a basic outline of the process of project management;
- Identify the characteristics of each phase in the project process;
- Demonstrate the role of key stakeholders in the project;
- Distinguish the key tools & techniques that would need to be applied in the project process, including the evaluation of proposals;
- Explain the concepts of power, bureaucracy, authority, leadership & delegation;
- Identify methodologies & systems used by professional project managers;
- Explain how groups form within organisations & how this affects performance;

4.2 INTELLECTUAL SKILLS

- Understand the importance of business ethics & corporate governance to an organisation & its stakeholders;
- Identify the strategy & scope for a project;
- Identify methods of conducting research & gathering data as part of the managerial process;
- Evaluate, through selected audit & review, the learning outcomes from a project;
- Apply a process of continuous improvement to projects;
- Analyse the relationship between managers & their subordinates;

4.3 PRACTICAL SKILLS

- Demonstrate personal time management skills;
- Identify stakeholder groups & recommend basic strategies for the management of their perceptions & expectations;
- Produce a basic project plan, recognising the effects of uncertainty & recommending strategies for dealing with this uncertainty, in the context of the project plan;
- Construct a set of tools for managing teams & individuals, & for managing group conflicts;

4.4 TRANSFERABLE SKILLS

- Practical experience of the roles of negotiation & communication in the management process, both within an organisation & with external parties;
- Identify structural & leadership issues faced in project team management;
- Recommend appropriate project control systems;
- Communicate & summarise results of analyses, conclusions & recommendations effectively – at the correct 'level' - to the target audience

5 ASSESSMENT of the UNIT

The unit group assignment will be assessed, through the context of the case study, in the form of a project portfolio :

all control documentation, record of team discussions + decisions, management reports, presentational material.

Type of assessment:	Assignment (group portfolio)
Number:	1
Length:	up to 3000 total words
Weighting:	50%
Assessor:	Tutor

Type of assessment:	Exam
Number:	2
Length:	3 hours
Timing:	End of unit
Weighting:	50%
Assessor:	Tutor

The overall pass mark for the unit is 40%, with a mark of no less than 30% for each element.

6 INTRODUCTION to STUDYING the UNIT

6.1 Overview of the Main Content

The unit examines all phases of the project situation within the organisation :

It follows all stages of a project, from proposal to post-implementation, along the way examining theory and issues of management & leadership.

Team presentations are required at different stages.

6.2 Overview of Types of Classes

A combination of the following teaching and learning approaches will be used:

- ☐ Lectures
- ☐ Practical workshop sessions;
- ☐ tutor-led and student-led seminars ;
- ☐ Application of project processes + management theories to case study assignments.

Lecture	1 hour per week
SeminarWorkshop:	2 hour per week

Throughout the Unit, students will work in groups.

Lectures allow students to explore the theoretical background.

Seminars/workshops provide students with the practical experience of creating, organising and running a case-study based systems project.

The unit applies project management disciplines, within the organisational context, to plan/control the development of business solutions.

6.3 Importance of student self-managed learning time

The inclusion of the private study component is intended to encourage & support research activities and self-managed time. As part of this it is essential that team members are in contact with each other, & with other teams.

Team meetings outside scheduled hours are encouraged.

6.4 Employability

Through the successful completion of this unit, students gain both practical experience of project team situations within organisations & the theoretical knowledge to apply that learning.

The unit is therefore a very valuable to management training.

7 The PROGRAMME of TEACHING, LEARNING & ASSESSMENT

7.1 Learning Strategy

Teaching will be carried out over a 13-week period and will be delivered in 3-hour weekly teaching blocks. The sessions will be a combination of formal lectures followed by seminar group/workshop sessions. These sessions incorporate the active dynamics of interaction within & between groups, through scenario development and role-play.

Students need to be aware of the requirement to do a significant amount of private study. To assist students with this directed reading from a range of sources are given below for each week.

Additionally students are directed to the University's BlackBoard site (a virtual learning environment), which has been set up for this particular unit :

<http://www.lsbu.ac.uk/bb>

Students are advised during the lecture programme on ways of exploiting BlackBoard to consolidate their learning on this unit and in week 1 are issued with the code to access the site remotely.

7.2 Lecture Sequence

This lecture sequence is indicative only, and may be amended as required.

Session 1

Topic: Introduction

Key Concepts: What constitutes a project; project responsibilities

Course Material: Handouts, BlackBoard

Teaching and Learning Support: Lecture, seminar/team workshop

Session 2

Topic: Project proposal

Key Concepts: Stakeholders, business context, (4D, McKinsey 7S), SWOT, company/national culture

Course Material: Handouts, BlackBoard

Teaching and Learning Support: Lecture, seminar/team workshop

Session 3

Topic: Feasibility, Initiation, Scope

Key Concepts: PID, project quality, risk management, contingency

Course Material: Handouts, BlackBoard

Topic: Tools

Key Concepts: WBS, Gantt charts, Histograms, budgeting tools

Course Material: Handouts, BlackBoard

Teaching and Learning Support: Lecture, seminar/team workshop

Session 7

Topic: Network Analysis

Key Concepts: Event sequencing, critical path

Course Material: Handouts, BlackBoard

Teaching and Learning Support: Lecture, seminar/team workshop

Session 8

Topic: Project control

Key Concepts: Feedback & monitoring procedures, decision making & communication

Course Material: Handouts, BlackBoard

Teaching and Learning Support: *Lecture, seminar/team workshop*

Session 9

Topic: Group dynamics & management

Key Concepts: Group development, behaviour & roles, conflict & its management (Handy)

Course Material: Handouts, BlackBoard

Teaching and Learning Support: Lecture, seminar/team workshop

Session 10

Topic: Execution & implementation
Key Concepts: Stakeholder involvement, implementation approaches
Course Material: Handouts, BlackBoard
Teaching and Learning Support: Lecture, seminar/team workshop

Session 11

Topic: Data gathering & analysis
Key Concepts: Research, communication; the role of creativity
Course Material: Handouts, BlackBoard
Teaching and Learning Support: *Lecture, seminar/team workshop*

Session 12

Topic: Ethics & professionalism
Key Concepts: Codes of conduct
Course Material: Handouts, BlackBoard
Teaching and Learning Support: *Lecture and tutorials*

Session 13

Topic: Revision session
Key Concepts: Revising the theoretical parts of the unit and preparation for the exam.

8.0 LEARNING RESOURCES

8.1 Core Reading

Extensive use of the University LISA facilities is strongly recommended for research. These include access to a large number of subscription-only business information databases not otherwise available.

Project Management
Kerzchener, H Project Management
Wiley, ISBN 0-07-027104-6

8.2 Additional Reading

Gray, C & Larson, E Project Management – the Managerial Process
McGraw Hill, ISBN 0-07-312699-3

Maylor, H Project Management
Prentice Hall, ISBN 0-273-65541-8

Cadle, J & Yeates, D Project Management for Information Systems
Prentice Hall, ISBN 0-273-68580-5