
SISAT

School of Information Systems and Technology Faculty of Informatics

ISIT946 Project and Change Management Subject Outline Spring Session 2009

Head of School - Associate Professor Peter Hyland, Student Resource Centre, Tel: (02) 4221 3606

GENERAL INFORMATION

Subject Coordinator/Lecturer Mr Peter Larkin
Telephone Number: (02) 4221 4035
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Location: 3.203

Mr Larkin's consultation times during session:

Day	Time
Tuesday	1:30 p.m. to 3:30 p.m.
Thursday	1:30 p.m. to 3:30 p.m.

Other times by appointment only. Note that these times are subject to variation. If they are permanently altered, students will be notified by SOLS Mail. Please turn your mobile phone and/or pager off before consulting with the subject coordinator.

Subject Organisation

Session, Mode and Location of Delivery: Spring session, On campus, Wollongong Campus
Credit Points: 6 credit points
Contact hours per week: 2 hrs lecture plus 2 hrs tutorial
Lecture Time and Location: Thursday, 3:30 p.m. to 5:30 p.m., Building 20, Lecture Theatre 1
Tutorial Day, Time and Location can be found at: <http://www.uow.edu.au/student/sols/timetables/index.html>

Students should check the subject's eLearning site regularly as important information, including details of unavoidable changes in assessment requirements will be posted from time to time. Any information posted to the eLearning site is deemed to have been notified to all students. Notices and announcements will be made in lectures or by SOLS Mail. The subject coordinator will only reply to student e-mails that are written in correct English grammar and spelling and contain the student's enrolled name, student number, subject number and tutorial number.

Subject Description

This subject provides an introduction to, and overview of, the knowledge and skills required to successfully manage computer-based systems development projects within an organisational setting. Topics and issues considered include: Information Systems project management and its organisational context; inter-organisational arrangements for e-business including B2B and B2C frameworks; project management tools and techniques; feasibility study methods; resource estimation techniques; behaviour and management of Information Systems project groups; systems development environments for professionals and end-users; quality assurance; project and system evaluation.

Subject Objectives

On successful completion of this subject, students should be able to: identify and describe the knowledge and skills required to successfully manage information systems development projects particularly as they relate to e-business; use the tools and techniques to conduct feasibility analysis and network analysis (PERT and CPM), use time estimation techniques and Gantt charts; identify and describe issues relating to quality assurance, work group formation, behaviour, motivation, leadership and management.

Graduate Qualities

This subject will continue to the following graduate qualities:

- Informed
- Independent learners
- Problem Solvers
- Effective Communicators
- Team work

Further information can be found at:

<http://www.uow.edu.au/informatics/sisat/current/SubjectInformation/UOW051055.html>

Attendance Requirements

It is each student's sole responsibility to attend all lectures/tutorials/labs/seminars/practical work for subjects for which he/she is enrolled. It should be noted that the amount of time spent on each 6 credit point subject should be at least 12 hours per week, which includes lectures/tutorials/labs etc.

Satisfactory attendance is deemed by the University, to be attendance at approximately 80% of the allocated contact hours. Attendance and participation in lectures/tutorials is a requirement for the successful completion of this course. Failure to do so may result in a fail grade being recorded.

Attendance rolls may be kept for lectures, tutorials and laboratories. However, attendance per se is not an assessable component of the course.

Method of Presentation

In order to maximise learning outcomes, it is strongly recommended that students attend all lectures.

This subject will be presented as a series of weekly 2-hour lecture and 2-hour tutorial. In the lectures, students will be introduced to fundamental concepts and new material. Notices and announcements will be made in lectures. Tutorials commence in Week 2 and will in most cases relate to previous lecture topics. During the first hour of tutorials students will use and explore project management tools and techniques, deliver reports and presentations, and lead and participate in discussions. The second hour is for students to attempt assessment items and may not be supervised. Students are required to bring the textbook, specified below, to tutorials. Students are strongly advised to print and read Readings 2 and 5, as listed in the Readings section below, before attending tutorials. Students are required to complete the set weekly readings and be properly prepared prior to attending lectures and tutorials.

Students are expected to be courteous to each other and not do anything during lectures or tutorials that may distract or annoy fellow students. Please turn off your mobile (cell) phone and/or pager before attending lectures and tutorials. All notices and announcements will be made during lectures. However, urgent notices may be made via SOLS Mail.

Lecture Schedule (Subject to variation)

A proposed Lecture schedule for the subject is as follows:

Week	Lecture Topic	Textbook Chapter(s)	eReadings
1	Emergency Evacuation Procedures, Subject Introduction	1, 6, 7	6
2	Project Selection and Justification	2, 3, 16	2 and 6
3	Change Management, Benefits Management	2, 3, 16, 20	1, 2 and 6
4	Defining the Project	18, 22	2 and 6
5	Project Planning I	4, 8	9
6	Project Planning II	8, 9	7
7	Project Planning III	10, 19	
8	Project Execution I	11, 12	
9	Project Execution II	13, 14, 15, 18	
Mid Session Recess (28 th September - 5 th October)			
10	Project Closure and Evaluation	21	4
11	Inter-Organisational IS Project Management, Programme Management	5, 6	8
12	Human Aspects, Failure and Success, Standards	21, 23, 24	10
13	Review		
Study Recess (2 nd November - 5 th November)			
University Examination Period (7 th November - 19 th November)			

Changes to the above schedule will be posted on the subject's e-Learning site <http://www.uow.edu.au/student/lo1>. Any information posted to the subject's e-Learning site is deemed to have been notified to all students.

Subject Materials

Any readings/references are recommended only and are not intended to be an exhaustive list. Students are encouraged to use the library catalogue and databases to locate additional readings.

Textbook:

Cadle, J. and Yeates, D. (2008), *Project Management for Information Systems*, 5th ed., Pearson Education Limited, Harlow, England, ISBN: 9780132068581, \$83.95 at the UniShop.

eReadings (as listed in the Lecture Schedule section above and available from eReadings):

Please be advised that the following Reading Numbers may not match those in the Library listing.

1. **Chapter 10: Change Management** in Chaffey, D. (2004), *E-Business an E-Commerce Management*, 2nd ed., Pearson Education Limited, Edinburgh Gate.
2. **Appendix: Microsoft Project Tutorial** in Fuller, M., Valacich, J. S. and George, J. F. (2008), *Information Systems Project Management: A Process and Team Approach*, Pearson Education, Inc., Upper Saddle River.
3. **Appendix C** in Hughes, B and M. Cotterell (2002), *Software Project Management*, 3rd ed., McGraw-Hill Publishing Company, Maidenhead, England.
4. **Chapter 12: Project Implementation, Closure and Evaluation** in Marchewka, J. T. (2003), *Information Technology Project Management*, John Wiley & Sons, Inc., Hoboken.
5. **Appendix A: Microsoft Project** in Olson, D. L. (2004), *Information Systems Project Management*, 2nd ed., McGraw-Hill Companies Inc., New York.
6. **Chapter 11: Project Management** in Pearlson, K. E. and Saunders, C. S., *Managing and Using Information Systems: A Strategic Approach*, 3rd ed., 2006, John Wiley & Sons, Inc. Danvers
7. **Chapter 23: Estimation for Software Projects** in Pressman, R. S. (2005), *Software Engineering: A Practitioner's Approach*, 6th ed., McGraw-Hill, New York.
8. **Chapter 5: E-Business and E-Commerce** in Turban, E., McLean, E. and Wetherbe, J. (2004), *Information technology for management: transforming organizations in the digital economy*, John Wiley & Sons, Hoboken.
9. **Chapter 6: Managing Project Organisation** in Turner, J. R. (1999), *The Handbook of Project Based Management*, 2nd ed., McGraw-Hill Publishing Co., Maidenhead, Berkshire, England.
10. **Chapter 1: Why do IS projects fail?** in Yardley, D. (2002), *Successful IT Project Delivery: Learning the Lessons of Project Failure*, Pearson Education Ltd., Edinburgh Gate.

References

Bentley, C., *PRINCE2: A Practical Handbook*, 2002, Butterworth-Heinemann, Oxford.

Gray, C. F. and E. W. Larson (2008), *Project Management: The Managerial Process*, 4th ed., Irwin McGraw-Hill, Boston.

Hughes, B. and M. Cotterell (2005), *Software Project Management*, 4th ed., McGraw-Hill Publishing Company, Maidenhead.

Ewusi-Mensah, K. (2003), *Software development failures: anatomy of abandoned projects*, MIT Press, Cambridge, Mass.

Marchewka, J. T. (2009), *Information Technology Project Management*, 3rd ed., John Wiley & Sons, Inc., Hoboken.

Meredith, J. R. and S. J. Mantel, Jr. (2009), *Project Management: A Managerial Approach*, 7th ed., John Wiley, New York.

Pressman, R. S. (2005), *Software Engineering: A Practitioner's Approach*, 6th ed., McGraw-Hill, New York.

Turner, J. R. (1999), *The Handbook of Project Based Management*, 2nd ed., McGraw-Hill Publishing Co., Maidenhead, Berkshire, England.

Vidgen R., Avison, D. E., Wood, R. and Wood-Harper, A. T. (2002), *Developing Web Information Systems: From Strategy to Implementation*, Butterworth-Heinemann, Oxford.

Warren, I., *The Renaissance of Legacy Systems: Method Support for Software-System Evaluation*, 1999, Springer-Verlag, London.

Rosenau, M. D. J. (2006), *Successful Project Management*, 4th ed., John Wiley, New York.

Schwalbe, K. (2006), *Information Technology Project Management*, 4th ed., Thomson Course Technology, Boston.

Yardley, D. (2002), *Successful IT Project Delivery: Learning the Lessons of Project Failure*, Pearson Education Ltd., Edinburgh Gate.

Assessment

Students are strongly advised to thoroughly and carefully read all the assessment item documentation, and all the references referred to, as soon as it is distributed. If there is any aspect of the assessment item a student is unsure of or does not understand they should see their tutor or the subject coordinator immediately to have it explained to them. There are no group assessment items.

This subject has the following assessment items:

Assessment Item	Percentage of Final Mark	Group/ Individual	Due Date	Return Date
1. Project Planning Assessment Item 1	10%	Individual	Week 4	Week 6
2. Project Planning Assessment Item 2	10%	Individual	Week 7	Week 9
3. Project Execution Assessment Item	10%	Individual	Week 10	Week 12
4. Change Management Assessment Item	10%	Individual	Week 11	Week 12
5. Final Exam	60%	University's examination period.		

Project Planning Assessment Item 1 (10%)

Students are required to produce a report containing Responsibility Matrices, Gantt charts, Network Diagram and other artefacts, and a completed Microsoft Project file.

Project Planning Assessment Item 2 (10%)

Students will be required to produce a project plan containing resource allocations and estimates, a detailed budget and other artefacts as required, and a completed Microsoft Project file.

Project Execution Assessment Item (10%)

Students will be required to produce a revised project plan containing progressive and final costs, other artefacts as required, and a completed Microsoft Project file.

Change Management Assessment Item (10%)

Students will be required to write an essay on an information systems change management issue or scenario.

Final Exam (60%)

Advice on the format of the exam will be given at the commencement of the lecture in Week 11.

Scaling

There is no scaling in this subject.

Notes on Assessment:

All assignments are expected to be completed independently. Plagiarism may result in a FAIL grade being recorded for that assignment. Detailed assessment item requirements, marking criteria, formatting, and submission requirements will be distributed during tutorials and will be available from eLearning.

Electronic Submission of Assessment Items:

Unless otherwise notified by the subject coordinator, all assessment items must be submitted electronically to the subject's eLearning site BEFORE THE START of the student's enrolled tutorial in the week shown in the table above. The eLearning site will provide an acknowledgement of the submission of assessment items.

Other Procedures for the submission of Assessment Items:

In addition to electronic submission students are required to submit all assessment items in hard copy to their tutor AT THE START of his/her enrolled tutorial in the week shown in the table above. All hardcopy submissions must use the template specified in the assessment item requirements. SISAT assignment cover sheets are NOT to be used as the eLearning site will provide an acknowledgment of the submission of assessment items.

All assessment items will be returned during tutorials no later than two working weeks after their submission.

Referencing:

Students must use University's default referencing system, i.e., the Author-Date (Harvard) referencing system. Refer to the Library's Referencing and citing page at <http://www.library.uow.edu.au/resourcesbytopic/UOW26621.html>.

Penalties for late submission of Assessment Items:

Penalties apply to all late submissions of assessment items, except if student academic consideration has been granted. Late submissions of assessment items, either the electronic copy or the hard copy, will attract a penalty of 20% of the available mark per day, or part thereof, including weekends. Work more than five (5) days late will be awarded a mark of zero. The operation of this rule will not result in a negative mark being carried forward.

Assessment items which are relevant to the final exam for the subject will be marked and available for collection prior

to the study week before the final exam. However, assessment items will be held for collection for five working weeks after the return times indicated above. Any assessment items still waiting collection after this time will be destroyed.

Tutorial/Lab Closure Policy

If for any reason, the number of students in a tutorial or lab falls below a sustainable enrolment level, as determined by the Head of School, tutorials/labs offered for that subject may be collapsed or deleted.

You will have to attend the new tutorials/lab if this closure affects the one you are attending.

We will endeavour to make this decision no later than Week 4 of session.

Final Exam

Students who wish to use a translation dictionary during an exam should read section 6. **Authorised material in examinations** in the University Examination Rules (<http://www.uow.edu.au/handbook/courserules/examrules.htm>).

To be eligible to Pass this subject a student must achieve a mark of at least 50% in the final examination. Students who fail to achieve this minimum mark and would have otherwise passed will be given a Technical Fail (TF) for this subject.

Supplementary Exams

Supplementary Exams will be dealt with in accordance with student academic consideration policy (<http://www.uow.edu.au/about/policy/studentacademicconsiderationpolicy.pdf>) 9.2 Timing of Supplementary Exams.

While the School normally grants supplementary exams when the student does not sit the standard exam for an acceptable reason, each case will be assessed on its own merit and there is no guarantee a supplementary exam will be granted. If a supplementary exam is granted, you will normally be notified via SOLS Mail the time and date of this supplementary exam. You must follow the instructions given in the email message.

Please note that if this is your last session and you are granted a supplementary exam, be aware that your results will not be processed in time to meet the graduation deadline.

Student Academic Consideration Policy

The School recognises that it has a responsibility to ensure equity and consistency across its subjects for all students. Sometimes, in exceptional circumstances, students need to apply for student academic consideration in order to complete all assessable work.

The University applies strict criteria to the granting of student academic consideration. Before applying for student academic consideration, students should carefully read the University's policy which can be found at: <http://www.uow.edu.au/about/policy/studentacademicconsiderationpolicy.pdf>.

Plagiarism

When you submit an assessment task, you are declaring the following:

1. It is your own work and you did not collaborate with or copy from others.
2. You have read and understand your responsibilities under the University of Wollongong's policy on plagiarism.
3. You have not plagiarised from published work (including the internet). Where you have used the work from others, you have referenced it in the text and provided a reference list at the end of the assignment.

Students must remember that:

Plagiarism will not be tolerated.

Students are responsible for submitting original work for assessment, without plagiarising or cheating, abiding by the University's policies on Plagiarism as set out in the University Handbook under University Policy Directory and in Faculty handbooks and subject guides. Plagiarism has led to the expulsion from the University.

Student Academic Grievance Policy

The School aims to provide a fair, equitable and productive learning environment for all its students. The Student Academic Grievance Policy seeks to support the achievement of this goal by providing a transparent and consistent process for resolving student academic grievances.

Any student who has a grievance over a result should obtain a Faculty of Informatics Appeal Against Decision or Action Affecting Academic Experience form from the Informatics Student Enquiry Centre. (<http://www.uow.edu.au/content/groups/public/@web/@inf/@faculty/documents/doc/uow017433.pdf>) The student should firstly take the form to the marker/lecturer to discuss the matter and, if the student is still not satisfied, s/he should take the next step as outlined on the form.

Once the grievance has been considered by the Faculty, if the student still feels the situation has not been fully resolved s/he may consult the Dean of Students. However, the Dean of Students can have no input into the academic judgment of the lecturer and can only review the grievance to ensure proper procedure has been followed.

Relevant University Policies, procedures and students services:

For more information students must refer to the Faculty handbook, online references or consult the UOW policy in full at <http://www.uow.edu.au/handbook/courserules/studacgrievpol.html> which contains a range of policies on educational issues and student matters.

This outline should be read in conjunction with the following documents:

Academic Grievance Policy (Coursework and Honours students):	http://www.uow.edu.au/handbook/courserules/studacgrievpol.html
Acknowledgement Practice Plagiarism will not be tolerated:	http://www.uow.edu.au/handbook/courserules/plagiarism.html
Code of Practice - Teaching and Assessment:	http://www.uow.edu.au/handbook/codesofprac/teaching_code.pdf
Code of Practice - Students:	http://www.uow.edu.au/handbook/codesofprac/cop_students.html
Code of Practice-Honours:	http://www.uow.edu.au/handbook/CodeofPractice-Honours.pdf
Course Progress Requirements:	http://www.uow.edu.au/student/mrp/index.html
Graduate Qualities Policy:	http://www.uow.edu.au/about/teaching/qualities/index.html#_The_new_UOW
Human Research Ethics Committee:	http://www.uow.edu.au/research/rso/ethics/human/
Independent Learners' Introductory Program:	http://www.uow.edu.au/student/attributes/ilip/
Key Dates:	http://www.uow.edu.au/student/dates.html
Non-Discriminatory Language Practice and Presentation:	http://staff.uow.edu.au/eed/nondiscrimlanguage.html
Occupational Health and Safety:	http://www.uow.edu.au/about/policy/ohs.html
Ownership of Work & Intellectual Property Policy:	http://www.uow.edu.au/handbook/generalcourserules/UOW028651.html
Rules for student conduct:	http://www.uow.edu.au/handbook/generalrules/StudentConductRules.pdf
Student Support Services (also see Informatics Faculty SEDLO below):	http://www.uow.edu.au/student/services/
SISAT Internet Access & Student Resource Centre:	http://www.uow.edu.au/informatics/sisat/current/uow024466.html
SISAT Computer Usage Rules:	http://www.uow.edu.au/informatics/sisat/current/uow024457.html
SISAT Subject Outlines:	http://www.uow.edu.au/informatics/sisat/current/UOW055502.html
Student Academic Consideration Policy:	http://www.uow.edu.au/about/policy/studentacademicconsiderationpolicy.pdf

Informatics Faculty SEDLO (Student Equity and Diversity Liaison Officer):

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