

5. Project Management

Module Number: TBA	Module Title: Project Management	
Module Status: Core		
Semester: 2	Level: M (7)	Credits: 15
Module Leader: James Lynch		
Direct/Assisted Learning Hours: 44	Lectures: 24 Seminars/Workshops: 20	Independent Student Learning: 106
Assessment mode & Weighting: 10% Class Participation; 90% Coursework comprising 3 elements		
Pre-requisites: Research Methods and Management Skills Module Concurrent Module: None Post-requisites: Research Dissertation Project Advisory Constraints: None		

1. Rationale for Module:

Project Management is becoming an ever more critical part of the management landscape in international business as organisations of all types seek to use its focus on the achievement of specific objectives within given timeframes and resource budgets to gain and sustain competitive advantage; develop new products, services, markets, and market niches; increase market share; improve organisational performance; and manage key change projects. The module will explore the environmental forces driving the development of project management, particularly in the international business arena. It will also equip students with the requisite theoretical and practical skills (including relevant software skills) to be able to undertake the successful planning and execution of complex projects in the international business and research areas in a variety of different organisational contexts. In addition, the module will build on the research skills students have already acquired by virtue of their participation in the Research Methods Module in Semester 1 by enabling, and encouraging, them to apply project management principles and techniques to the planning and execution of their research dissertation.

2. Principal Module Aims:

The principal aims of the module are to:

- heighten students' awareness of the growing strategic and operational significance of project management internationally given the scale of the challenges posed by the new 'Information Society' phenomenon, which is presenting international

business with an environment that is highly dynamic, ever more competitive in nature and, increasingly, global in scope;

- examine the nature of project management and its relationships with other production systems, and forms of management;
- examine recent trends in the internal and external project management environments, assessing their importance for international business;
- explore in depth the principal steps in the project management process to equip students with the requisite insights, knowledge, analytical and deductive capabilities, and other skills necessary for making effective investment decisions in project-generated resources/assets, and for the successful planning and implementation of such decisions, as well as for effective post-implementation review of completed projects;
- provide students with practical experience of the project management approach in a live organisational setting through an organisation-specific project-based assignment;
- enable, and encourage, students to apply project management principles and techniques to the planning and execution of their research dissertation;
- for the above purposes, to familiarise students with all relevant theories, frameworks, models, management concepts, practical tools/techniques (including software tools), and best international practice.

3. Distinctive Features of the Module:

The distinctive features of the module will be:

- as a specialist module, it will offer students the possibility to develop their understanding and knowledge of key aspects of the new international business context to a degree not possible on more generalist post-graduate programmes while equipping them with key project management skills and competences;
- the forms of assessment employed on the module will be project/organisation-specific, involving the student in such activities as project evaluation, planning, and review exercises; critical evaluation of actual past projects (successful and unsuccessful); project-based homework; and project-specific 'role-playing' exercises (carried out both in class and during compulsory seminars/workshops) thereby giving students valuable practical experience of what international and research-based project management is about in a 'real world' setting;

- the module will give students access to expert project management practitioners during guest lectures and seminars/workshops conducted by invited guests from well known companies that have successfully used the project management approach in the past;
- in consequence of the above, the module will also equip students with valuable skills, knowledge, and capabilities that will facilitate further specialist study at post-graduate level, promote career development, and also further the student's own personal development as an international manager;
- the module will also equip students with the knowledge and skills necessary to enable them to manage their dissertation as a formal research project, including providing them with the necessary software skills to facilitate data gathering, quantitative and qualitative analysis of research data, and project reporting.

4. Principal Learning Outcomes:

On completion of the module students will have:

- a strategic, yet practical, perspective on how project management is helping organisations engaged in international business gain and sustain competitive advantage over rivals; develop new products, services, markets and market niches; increase market share; improve organisational performance; and manage key change projects successfully; **(L1)**
- a practical appreciation of the financial and non-financial considerations relating to project-based investments as well as a keen awareness of the complex factors compelling organisations to use an appropriate formal project evaluation process suitable for their particular organisational context; **(L2)**
- practical experience of the use of the principal project evaluation tools and techniques (traditional and emerging) available for project selection purposes; **(L3)**
- a practical insight into how key Information and Communications Technology projects are initiated and managed successfully in a variety of international organisational contexts; **(L4)**
- a keen practical awareness of the ever-growing relationships in international business between project management, risk management, quality management, knowledge management, research and development, and consultancy activities; **(L5)**

- the potential to further develop their professional capabilities in the project management arena through a process of further post-graduate study and research; **(L6)**
- the potential to contribute to the successful planning and management of international projects in their future careers. **(L7)**

5. Indicative Module Content:

- The ‘Information Society’ Phenomenon and its Implications for International Project Management;
- Managing Projects for Competitive Advantage;
- Organisational Roles in Project Management;
- Managing Information and Communications Technology Projects;
- Managing Research Projects (including the management of Student Research Dissertations);
- Project Screening and Selection;
- Project Evaluation Tools and Techniques;
- Managing Project Risks;
- The Detailed Project Management Process: structuring projects, the project work breakdown structure, handling the technological aspects of projects, project scheduling, project budgeting, project resource management, project life-cycle costing, project control, key project documents;
- The Role of Active Benefit Management in Project Implementation;
- Computer Support for Project Management;
- Project Termination.

6. Teaching and Learning Strategy:

The module will be taught through a combination of lectures and compulsory seminars/workshops (see timetabled hours above). Lectures will address the key module topics (as outlined indicatively above), especially in terms of covering all the relevant academic and conceptual issues arising in regard to same. The seminars and workshops will consolidate the material covered in lectures in a more pragmatic way, focusing on specific projects and organisations and using multiple means of communication (case studies/videos, group-based role-playing exercises, study of media articles, examination of students' own research findings/homework, presentations by expert guest lecturers/practitioners followed by student-driven question and answer sessions, class debates etc. The theory-practice link will be further copper-fastened by students' own directed independent learning during their private study time, by group-based homework outside the class-room, and by an increasing practical responsibility for their own learning as the module progresses.

7. Assessment Strategy:

Students will be assessed on the basis of their participation at compulsory seminars/workshops and on three major pieces of coursework (a group-based critical evaluation of a 'real-world' project requiring the submission of a group report as well as a group presentation of the contents of same **plus** a formal Research Dissertation Proposal to be submitted by a given date following completion of a compulsory weekend seminar that will focus exclusively on research projects, and the dissertation requirements of the programme). (It is envisaged in this regard that the proposal submitted will be a fully worked out and finalised version of the Preliminary Research Proposal required as an output from the Research Methods Module in Semester 1). The assessment will be weighted as follows:

- Individual Participation in Compulsory Seminars/Workshops: 10%;
- Group Report on assigned project: 25%; **(L1- L7)**
- Group Presentation on Report: 15%; **(L1- L7)**
- Individual Research Dissertation Proposal: 50%. **(L1- L7)**

Projects/ Assignment Length: 3000 words (min.) – 5000 words (max.)

8. Indicative Reading/Research:

Essential Texts/Articles:

- Project Management Institute of the United States, “Guide to The Project Management Book of Knowledge” (PMBOK), PMI, 2000
- Shtub et al., “Project Management: Engineering, Technology, and Implementation”, Prentice Hall, 1994
- Farbey et al., “How to Assess Your IT Investment: a Study of Methods and Practice”, Published in association with “Management Today”, 1993

Supplementary Texts/Articles:

- European Commission, “Living and Working in the Information Society: People First”, Green Paper, 1996
- Government of Ireland, “Implementing the Information Society: An Action Plan”, Department of the Taoiseach, GPSO, 1998
- Greenstein, M., and Vasarhelyi, M., “Electronic Commerce: Security, Risk Management, and Control”, 2nd. ed. (International), McGraw Hill, 2002
- Information Society Commission: Published Reports to date
- Institute of Chartered Accountants in Ireland, IT Statement No. 10, “An Introduction to Contingency Planning”, 1993
- Kendall, and Kendall, “Systems Analysis and Design”, Prentice Hall, 2003
- Mahood et al., “Measuring IT Investment Payoff”, Idea Group, 1998
- O’Brien, J., “Management Information Systems: Managing Information Technology in the E-Business Enterprise”, 5th. ed., McGraw Hill 2002
- Reyemini, D., “IT Investment: Making a Business Case”, Butterworth – Heinemann, 1999
- Reyemini et al., “The Effective Measurement and Management of IT Costs and Benefits”, 2nd. Ed., Butterworth-Heinemann, 2000
- Willcocks et al., “Managing IT as a Strategic Resource”, 1997

Journals/Publications

- California Management Review

- Dot.ie
- 'Economist' Magazine
- Financial Times Special Reports, including IT Review
- Harvard Business Review
- Information Systems Journal
- Irish Computer
- Irish Independent Business Section/Technology Supplements
- Irish Times Business Section/Technology Supplements
- Journal of Strategic Information Systems
- McKinsey Quarterly
- PC Live
- Sloan Management Review
- Technology Review (MIT)

Organisations (whose publications and/or websites should be monitored):

- Project Management Institute (especially the Ireland, U.K., and USA Chapters)
- ACCA
- Information Society Commission
- European Commission
- Information Security Forum
- Institute of Chartered Accountants in Ireland

