



ICT712 INFORMATION TECHNOLOGY PROJECT MANAGEMENT T324 BRIEF

All information in the Subject Outline is correct at the time of approval. KOI reserves the right to make changes to the Subject Outline if they become necessary. Any changes require the approval of the KOI Academic Board and will be formally advised to those students who may be affected by email and via Moodle.

Information contained within this Subject Outline applies to students enrolled in the trimester as indicated

1. General Information

1.1 Administrative Details

Associated HE Award(s)	Duration	Level	Subject Coordinator
Master of Information Technology (MIT) Graduate Diploma of Information Technology (GDIT)	1 trimester	Postgraduate	Dr Fadi Kotob fadi.kotob@koi.edu.au P: +61 (2) 9283 3583 L: Level 1-2, 17 O'Connell St. Consultation: via Moodle or by appointment.

1.2 Core/Elective

This subject is

- a core subject for the Master of Information Technology (MIT)
- a core subject for the Graduate Diploma of Information Technology (GDIT)

1.3 Subject Weighting

Indicated below is the weighting of this subject and the total course points

Subject Credit Points	Total Course Credit Points
4	MIT (64 Credit Points); GDIT (32 Credit Points)

1.4 Student Workload

Indicated below is the expected student workload per week for this subject

No. Timetabled Hours/Week*	No. Personal Study Hours/Week**	Total Workload Hours/Week***
3 hours/week plus supplementary online material	7 hours/week	10 hours/week

* Total time spent per week at lectures and tutorials

** Total time students are expected to spend per week in studying, completing assignments, etc.

*** Combination of timetable hours and personal study

1.5 Mode of Delivery Classes will be face-to-face or hybrid. Certain classes will be online (e.g., special arrangements).

1.6 Pre-requisites Satisfactory completion of four subjects



1.7 General Study and Resource Requirements

- Students are expected to attend classes with the weekly worksheets and subject support material provided in Moodle. Students should read this material before coming to class to improve their ability to participate in the weekly activities.
- Students will require access to the internet and their KOI email and should have basic skills in word processing software such as MS Word, spreadsheet software such as MS Excel and visual presentation software such as MS PowerPoint.
- Computers and WIFI facilities are extensively available for student use throughout KOI. Students are encouraged to make use of the campus Library for reference materials.

Software resource requirements specific to this subject: MS Imagine, Office 365, MS Visio, MS Project, Slack, Trello.

1.8 Academic Advising

Academic advising is available to students throughout teaching periods including the exam weeks. As well as requesting help during scheduled class times, students have the following options:

- Consultation times: A list of consultation hours is provided on the homepage of Moodle where appointments can be booked.
- Subject coordinator: Subject coordinators are available for contact via email. The email address of the subject coordinator is provided at the top of this subject outline.
- Academic staff: Lecturers and Tutors provide their contact details in Moodle for the specific subject. In most cases, this will be via email. Some subjects may also provide a discussion forum where questions can be raised.
- Head of Program: The Head of Program is available to all students in the program if they need advice about their studies and KOI procedures.
- Vice President (Academic): The Vice President (Academic) will assist students to resolve complex issues (but may refer students to the relevant lecturers for detailed academic advice).

2. Academic Details









2.1 Overview of the Subject

This subject presents project management concepts and frameworks aligning with PMBOK and Agile methodologies. Students will develop the skills to scope an ICT project, prepare proposals and manage a project on time and within budget. The group project allows students to apply their project management and communication skills in a project life cycle through working on an IT project within a dedicated team. Key issues, such as legal, ethical, time management and social issues, related to contemporary project management methodologies are analysed and discussed.

2.2 Graduate Attributes for Postgraduate Courses

Graduates of postgraduate courses from King's Own Institute will achieve the graduate attributes expected from successful completion of a postgraduate degree under the Australian Qualifications Framework (2nd edition, January 2013). Graduates at this level will be able to apply advanced body of knowledge from their major area of study in a range of contexts for professional practice or scholarship and as a pathway for further learning.

King's Own Institute's generic graduate attributes for a master's level degree are summarised below:

	KOI Postgraduate Degree Graduate Attributes	Detailed Description
	Knowledge	Current, comprehensive and coherent knowledge, including recent developments and applied research methods
	Critical Thinking	Critical thinking skills to identify and analyse current theories and developments and emerging trends in professional practice
	Communication	Communication and technical skills to analyse and theorise, contribute to professional practice or scholarship, and present ideas to a variety of audiences
	Research and Information Literacy	Cognitive and technical skills to access and evaluate information resources, justify research approaches and interpret theoretical propositions
	Creative Problem Solving Skills	Cognitive, technical and creative skills to investigate, analyse and synthesise complex information, concepts and theories, solve complex problems and apply established theories to situations in professional practice
	Ethical and Cultural Sensitivity	Appreciation and accountability for ethical principles, cultural sensitivity and social responsibility, both personally and professionally
	Leadership and Strategy	Initiative, leadership skills and ability to work professionally and collaboratively to achieve team objectives across a range of team roles Expertise in strategic thinking, developing and implementing business plans and decision making under uncertainty
	Professional Skills	High level personal autonomy, judgement, decision-making and accountability required to begin professional practice




















Across the courses, these skills are developed progressively at three levels:

- **Level 1 Foundation** – Students learn the skills, theories and techniques of the subject and apply them in stand-alone contexts
- **Level 2 Intermediate** – Students further develop skills, theories and techniques of the subject and apply them in more complex contexts, beginning to integrate the application with other subjects
- **Level 3 Advanced** – Students have a demonstrated ability to plan, research and apply the skills, theories and techniques of the subject in complex situations, integrating the subject content with a range of other subject disciplines within the context of the course.

Generally, skills gained from subjects in the Graduate Certificate and Graduate Diploma are at levels 1 and 2 while other subjects in the Master's degree are at level 3.

2.3 Subject Learning Outcomes

Listed below, are key knowledge and skills students are expected to attain by successfully completing this subject:

Subject Learning Outcomes	Contribution to Graduate Attributes
a) Evaluate project requirements, phases, techniques and processes in the project development life cycle	  
b) Apply IT project management concepts, methodologies, techniques and tools to manage IT projects	     
c) Compare and contrast alternative project management methodologies according to the requirements of an IT industry project	     
d) Identify and employ ethical practices of project management	   

2.4 Subject Content and Structure

Below are details of the subject content and how it is structured, including specific topics covered in lectures and tutorials. Reading refers to the text unless otherwise indicated.

Weekly Planner:

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
1 28 Oct	Modern project management. Organisational strategy and project selection.	Chs.1, 2 [E. Larson]	Group projects will be introduced in the class, and groups will be created. Chapter review questions on general project management concepts are discussed. Formative not graded
2 04 Nov	Organisation structure, ethics and culture. Defining the project	Chs.3, 4 [E. Larson] ACS Code of Ethics	Discussion of group project. Activities, exercises and chapter review questions on the importance of understanding the organisational culture are discussed Assessment 1: Tutorial Contribution



Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
3 11 Nov	Estimating project times and costs. Developing a project schedule	Chs.5, 6 [E. Larson]	Discussion of group project. Activities, exercises and chapter review questions on project plan development and estimation are discussed Assessment 1: Tutorial Contribution
4 18 Nov	Scheduling resources and costs	Ch.8 [E. Larson]	Activities, exercises and chapter review questions on resource allocation methods, splitting techniques and critical chain approach. Assessment 1: Tutorial Contribution
5 25 Nov	Reducing Project Duration Being an Effective Project Manager	Chs.9, 10 [E. Larson]	Discussion of group project. Activities, exercises and chapter review questions on project cost duration graphs and social network building are discussed. Assessment 1: Tutorial Contribution Assessment 2: Quiz due
6 02 Dec	Managing risk – application plan	Ch.7 [E. Larson]	Activities, exercises and chapter review questions on assessing risks and application plans are discussed Assessment 1: Tutorial Contribution
7 09 Dec	Agile Overview Capturing and Prioritizing User Stories through the Value Stream Building the Agile Team User Story Estimation	Chs 2, 4, 5 and 6 [Blair, AA., 2020]	Discussion of group project. Activities, exercises and chapter review questions on the differences between Agile and traditional approaches in project management are discussed. Use of Trello/Jira and Slack for the group project. Assessment 1: Tutorial Contribution Assessment 3: Individual Report



Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
8 16 Dec	Sprint Planning Scrum Reviewing Work	Chs 7, 8 and 10 [Blair, AA., 2020]	Discussion of group project. Activities, exercises and chapter review questions on SCRUM are discussed. Use of Trello/Jira and Slack for the group project. Assessment 1: Tutorial Contribution
9 06 Jan	Progress and performance measurement and evaluation	Ch.13 [E. Larson]	Discussion of group project. Activities, exercises and chapter review questions on project performance management. Assessment 1: Tutorial Contribution
10 13 Jan	Managing project teams Outsourcing: Managing inter-organisational relations	Chs.11, 12 [E. Larson]	Activities, exercises and chapter review questions on outsourcing, leadership and team dynamics are discussed. Assessment 1: Tutorial Contribution Assessment 4 due: Group project and individual reflection
11 20 Jan	Project closure International projects Closing the Sprint Preparing for Release	Chs.14, 16 [E. Larson] and Chs 11 and 12 [Blair, AA., 2020]	Activities, exercises and chapter review questions on closing projects and running international projects are discussed. Assessment 1: Tutorial Contribution Assessment 4: due presentation
12 28 (Tue) Jan	Revision	All chapters	Revision



Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
13 03 Feb	Study review week and Final Exam Week		
14 10 Feb	Examinations Continuing students - enrolments for T125 open		Please see exam timetable for exam date, time and location
15 17 Feb	Student Vacation begins New students - enrolments for T125 open		
16 24 Feb	Results Released Review of Grade Day for T324 – see Sections 2.6 and 3.2 below for relevant information. Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.		
T125 3 Mar 2025			
1 03 Mar	Week 1 of classes for T125		

2.5 Teaching Methods/Strategies

Briefly described below are the teaching methods/strategies used in this subject:

- *Lectures* (1 hours/week) are conducted in seminar style and address the subject content, provide motivation and context and draw on the students' experience and preparatory reading.
- *Tutorials* (2 hours/week) include class discussion of case studies and research papers, practice sets and problem-solving and syndicate work on group projects. Tutorials often include group exercises and so contribute to the development of teamwork skills and cultural understanding. Tutorial participation is an essential component of the subject and contributes to the development of many of the graduate attributes (see section 2.2 above). Tutorial participation contributes towards the assessment in many subjects (see details in Section 3.1 for this subject). Supplementary tutorial material such as case studies, recommended readings, review questions etc. will be made available each week in Moodle.
- *Online* teaching resources include class materials, readings, model answers to assignments and exercises and discussion boards. All online materials for this subject as provided by KOI will be found in the Moodle page for this subject. Students should access Moodle regularly as material may be updated at any time during the trimester
- *Other contact* - academic staff may also contact students either via Moodle messaging, or via email to the email address provided to KOI on enrolment.



2.6 Student Assessment

Assessment is designed to encourage effective student learning and enable students to develop and demonstrate the skills and knowledge identified in the subject learning outcomes. Assessment tasks during the first half of the study period are usually intended to maximise the developmental function of assessment (formative assessment). These assessment tasks include weekly tutorial exercises (as indicated in the weekly planner) and low stakes graded assessments (as shown in the graded assessment table). The major assessment tasks where students demonstrate their knowledge and skills (summative assessment) generally occur later in the study period. These are the major graded assessment items shown in the graded assessment table.

Final grades are awarded by the Board of Examiners in accordance with KOI's Assessment and Assessment Appeals Policy. The definitions and guidelines for the awarding of final grades are:

- *HD High distinction (85-100%)*: an outstanding level of achievement in relation to the assessment process.
- *D Distinction (75-84%)*: a high level of achievement in relation to the assessment process.
- *C Credit (65-74%)*: a better than satisfactory level of achievement in relation to the assessment process.
- *P Pass (50-64%)*: a satisfactory level of achievement in relation to the assessment process.
- *F Fail (0-49%)*: an unsatisfactory level of achievement in relation to the assessment process.
- *FW*: This grade will be assigned when a student did not submit any of the compulsory assessment items.

Provided below is a schedule of formal assessment tasks and major examinations for the subject.

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 1: Tutorial Participation - Individual	Week 2 to Week 11	15%	a, b, c, d
Assessment 2: Quiz	Week 5	15%	a, b
Assessment 3: Individual Report (2500 + - 10% words)	Week 7	30%	a, b, c
Assessment 4: Group project (3500 + - 10%) Individual Reflection (500 + - 10%) per student Presentation	Week 10 – Report and individual reflection Week 11 - Presentation	40% Group Report 20% Individual Reflection 10% Individual Presentation 10%	a, b, c, d

Requirements to Pass the Subject:

To gain a pass or better in this subject, students must gain a *minimum of 50%* of the total available subject marks.



2.7 Prescribed and Recommended Readings

Provided below, in formal reference format, is a list of the prescribed and recommended readings.

Prescribed Texts:

Larson, E.W., and Gray., C.F. (2024). *Project Management: A Socio-Technical Approach, 9th edition*. McGraw-Hill. Available from: ProQuest Ebook Central.

Blair, A.A. (2020) *Agile Project Delivery: A Practical Approach for Corporate Environments Beyond Software Development*. Canadian Scholars Press. Available from: ProQuest Ebook Central.

Recommended Readings:

Cobb, G.C. (2023) *The Project Manager's Guide to Mastering Agile: Principles and Practices for an Adaptive Approach*. New Jersey: John Wiley and Sons.

Pearson, N., Larson, E.W. and Gray, C.F. (2022) *Project Management in Practice*. Sydney: McGraw Hill.

Turban, E., Pollard, C. and Wood, G. (2021) *Information Technology for Management: Driving Digital Transformation to Increase Local and Global Performance, Growth and Sustainability*. Wiley.

Conference/ Journal Articles:

Antczak, J. (2024) 'Determinants of business management in the digital age'. *International Journal of Contemporary Management*, 60(1), pp. 17–26.

Arora, R., Gajendragadkar, S. and Neelam, N. (2023) 'Team Effectiveness: A Key to Success in "IT Organizations"'. *Australasian Accounting Business & Finance Journal*, 17(1), pp. 97–110.

Badru, A., Ajayi, N. and Ndayizigamiye, P. (2023) 'Managing Information Technology Outsourcing Risks: A Service Provider-Centric Approach'. *African Journal of Business & Economic Research*, 18(3), pp. 281–303.

Bagiu, N., Avasilcăi, S. and Rusu, B. (2022) 'Traditional Vs. Agile: The Challenge Mindset Shift in Project Management'. *Review of Management & Economic Engineering*, 21(4), pp. 301-311.

Bandeira, G.L., Chanquini, A., Tortato, U. and Quandt, C. (2022) 'Service innovation and knowledge management: A bibliometric review and future avenues'. *RAM. Mackenzie Management Review / RAM. Revista de Administração Mackenzie*, 23(6), pp. 1–32.

Başar, P. and Mohammed, I.O. (2023) 'The Relationship between Organizational Culture and Innovation Management: A Case Study Hormuud Telecom'. *Journal of Business Research-Turk / Isletme Arastirmalari Dergisi*, 15(4), pp. 2746–2763.

Beretta, M. and Smith, P. (2023) 'Embarking on a Business Agility Journey: Balancing Autonomy Versus Control'. *California Management Review*, 65(4), pp. 93–115.

Blomsma, F., Bauwens, T., Weissbrod, I. and Kirchherr, J. (2023) 'The "need for speed": Towards circular disruption—What it is, how to make it happen and how to know it's happening'. *Business Strategy & the Environment (John Wiley & Sons, Inc)*, 32(3), pp. 1010–1031.

Cocchi, N., Dosi, C. and Vignoli, M. (2021) 'The Hybrid Model Matrix: Enhancing Stage-Gate with Design Thinking, Lean Startup, and Agile: Managers can use the Hybrid Model Matrix to decide when to use design



thinking, Lean Startup, or Agile with Stage-Gate to boost new product development'. *Research Technology Management*, 64(5), pp. 18-30.

Coetzer, G. (2022) 'An Empirical Examination of the Relationship Between Team Commitment and Conflict Management Orientation in Project Teams'. *Journal of Behavioral & Applied Management*, 22(3), pp. 398–419.

Cooper, R.G., Spanjol, J. and Noble, C.H. (2021) 'Accelerating innovation: Some lessons from the pandemic'. *Journal of Product Innovation Management*, 38(2), pp. 221-232.

Danileț, A-M. (2022) 'Disruptive Innovation and Digital Technologies in the Context of Business Performance'. *USV Annals of Economics & Public Administration*, 22(1), pp. 101–109.

Der-Jiun Pang, Shavarebi, K. and Sokchoo, N.G. (2022) 'Project practitioner experience in risk ranking analysis - an empirical study in Malaysia and Singapore'. *Operations Research and Decisions*, 32(4), pp. 125-136.

Flyvbjerg, B. *et al.* (2022) 'The Empirical Reality of IT Project Cost Overruns: Discovering A Power-Law Distribution'. *Journal of Management Information Systems*, 39(3), pp. 607–639.

Ghasemi, M. *et al.* (2023) 'A new approach for production project scheduling with time-cost-quality trade-off considering multi-mode resource-constraints under interval uncertainty'. *International Journal of Production Research*, 61(9), pp. 2962–2984.

Gomes Silva, F.J., Kirytopoulos, K., Pinto Ferreira, L., Sá, J.C., Santos, G. and Cancela Nogueira, M.C. (2022) 'The three pillars of sustainability and agile project management: How do they influence each other?'. *Corporate Social Responsibility and Environmental Management*, 29(5), pp. 1495-1512.

Gupta, S., Agrawal, A. and Ryan, J.K. (2023) 'Agile contracting: Managing incentives under uncertain needs'. *Production & Operations Management*, 32(3), pp. 972–988.

Helmlinger, P. (2023) 'Agile Transformation: A Case Study on Early Stage of Agile Adoption'. *Our Economy / Nase Gospodarstvo*, 69(1), pp. 56–67.

Johnson, F.K. (2023) 'From Silos to Synergy: A Novel Internal Product Management Framework for Driving Digital Maturity and Business Agility in Manufacturing Organizations'. *IUP Journal of Operations Management*, 22(4), pp. 20–44.

Low Sui Pheng, Arain, F. and Siah Xin Yu (2019) 'Factors Influencing Time Duration of High-Rise Private Industrial Building Projects: Some Preliminary Findings'. *International Journal of Construction Project Management*, 11(1), pp. 29–38.

Mannes, S. and Beuren, I.M. (2024) 'Risk Management and Collaborative Innovation: Intervention of Communication Intensity'. *Brazilian Business Review (Portuguese Edition)*, 21(1), pp. 1–18.

Masar, M., Hudakova, M., Melkovic, T. and Suler, P. (2022) 'Global Survey of Current Barriers to Project Risk Management and Their Impact on Projects'. *Journal of Business Economics and Management*, 23(5), pp. 1194-1210.

Mattelin-Pierrard, C., Dubey, A-S. and Battistelli, M. (2023) 'Management innovations and social performance: What can we learn from looking at the adoption of liberation management practices?'. *Management International / International Management / Gestión Internacional*, 27(4), pp. 77–91.



- Mousavi, M. (2022) 'Examining the Relationship between Organizational Characteristics, Knowledge Management Infrastructure and Entrepreneurial Orientation with Job Communication Satisfaction'. *International Journal of Management, Accounting & Economics*, 9(9), pp. 594–615.
- Nathan, A., Kaponis, D. and Lustgarten, S. (2023) 'Understanding and managing blockchain protocol risks'. *Journal of Risk Management in Financial Institutions*, 16(4), pp. 337–353.
- Osborne, G.J., Wood, A. and Ishak, S.M. (2022) 'Adapting Project Management Methodologies for Different Cultures: Teams, Toolboxes and Hofstede Knowledge Management Processes in South Australian Infrastructure Projects: Aligning Key Stakeholders Expectations and Practices'. *Journal of Modern Project Management*, 10(1), pp. 125–138.
- Pereira, J., Varajão, J. and Takagi, N. (2022) 'Evaluation of Information Systems Project Success – Insights from Practitioners'. *Information Systems Management*, 39(2), pp. 138–155.
- Rahayu, N.S., Masduki and Ellyanawati, E.R.N. (2023) 'Women entrepreneurs' struggles during the COVID-19 pandemic and their use of social media'. *Journal of Innovation & Entrepreneurship*, 12(1), pp. 1–17.
- Renault, M.-A. and Tarakci, M. (2023) 'Affective Leadership in Agile Teams'. *California Management Review*, 65(4), pp. 137–157.
- Santos, M.R.C. and Laureano, R.M.S. (2023) 'Developing a vulnerability-based conceptual model for managing risk in non-profit projects: a multicase study in a European country'. *Public Management Review*, 25(2), pp. 313–339.
- Shivam and Gupta, M. (2023) 'Quality process reengineering in industry 4.0: A BPR perspective'. *Quality Engineering*, 35(1), pp. 110–129.
- Tavares Quinhoes, T.A. and Velez Lapão, L. (2023) 'Strengthening The Innovation Management: Insights From the Stage-Gates Model'. *Journal of Technology Management & Innovation*, 18(2), pp. 91–105.
- Van Eynde, R., Vanhoucke, M. and Coelho, J. (2024) 'On the summary measures for the resource-constrained project scheduling problem'. *Annals of Operations Research*, 337(2), pp. 593–625.
- Vukovljak, B. (2023) 'Blockchain as an Instrument for Improving Banking Processes'. *Our Economy / Nase Gospodarstvo*, 69(1), pp. 43–55.
- Walas-Trębacz, J. and Bartusik, K. (2023) 'Identification of risk types in innovation projects'. *International Journal of Contemporary Management*, 59(4), pp. 74–93.
- Wang, R.R. (2024) 'Meet the New ROI for AI Projects: Return on Transformation Investment (RTI): Quantifying success in AI projects requires new techniques for measurement'. *CRM Magazine*, 28(6), p. 5.

Students are encouraged to read peer reviewed journal articles and conference papers. Google Scholar provides a simple way to broadly search for scholarly literature. From one place, you can search across many disciplines and sources: articles, theses, books, abstracts and court opinions, from academic publishers, professional societies, online repositories, universities and other web sites.



Suggested Periodicals:

- International Journal of Information Technology Project Management: <https://www.igi-global.com/journal/international-journal-information-technology-project/1103>
- The Journal of Modern Project Management: <http://www.journalmodernpm.com/index.php/jmpm>
- Project Management Journal: <https://www.pmi.org/learning/publications/project-management-journal>

Useful Websites:

- <https://agilemanifesto.org/>
- <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>
- ACS – Code of Professional Ethics at:
https://www.acs.org.au/content/dam/acs/ACSimages/ethicsdiscipline/ACS-ComplaintProcedure_EthEdWeb_Dec2023.pdf