ICT712 INFORMATION TECHNOLOGY PROJECT MANAGEMENT T326 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: 7-11, 11 York Street. 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:

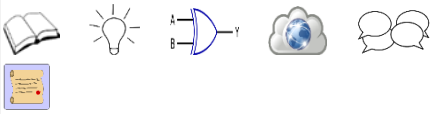
- **Level 1 Foundation –** Students learn the skills, theories and techniques of the subject and apply them in stand-alone contexts
- **Level 2 Intermediate –** Students further develop skills, theories and techniques of the subject and apply them in more complex contexts, beginning to integrate the 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
Week 1 26 October	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
Week 2 02 November	Organisation structure, ethics and culture. Defining the project	Chs.3, 4 [E. Larson] ACS Code of Ethics	Discussion of group projects. Activities, exercises and chapter review questions on the importance of understanding the organisational culture are discussed Assessment 1: Tutorial Contribution
Week 3 09 November	Estimating project times and costs. Developing a project schedule	Chs.5, 6 [E. Larson]	Discussion of group projects. Activities, exercises and chapter review questions on project plan development and estimation are discussed Assessment 1: Tutorial Contribution
Week 4 16 November	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
Week 5 23 November	Reducing Project Duration Being an Effective Project Manager	Chs.9, 10 [E. Larson]	Discussion of group projects. Activities, exercises and chapter

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
			review questions on project cost duration graphs and social network building are discussed. Assessment 1: Tutorial Contribution
Week 6 30 November	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 **Assessment 2: Quiz due**
Week 7 07 December	Agile Overview Capturing and Prioritizing User Stories through the Value Stream Building the Agile Team User Story Estimation	Resources will be provided on Moodle	Discussion of group projects. 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
Week 8 14 December	Sprint Planning Scrum Reviewing Work	Resources will be provided on Moodle	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
Week 9 04 January	Progress and performance measurement and evaluation	Ch.13 [E. Larson]	Discussion of group projects. Activities, exercises and chapter review questions on project performance management. Assessment 1: Tutorial Contribution
Week 10 11 January	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 3 due: Submit group project report and group presentation to Moodle**

Week (beginning)	Topic covered in each week's lecture	Reading(s)	Expected work as listed in Moodle
Week 11 18 January	Project closure, Closing the Sprint and Presentations	Resources will be provided on Moodle	Activities, exercises and chapter review questions on closing projects are discussed. Assessment 1: Tutorial Contribution **Assessment 3: Class Group Presentations**
Week 12 25 January	International projects Preparing for Release and presentations Final exam preparation	Resources will be provided on Moodle	Activities, exercises and chapter review questions on releasing projects and running international projects are discussed.
Week 13 01 February	Study review week and Final Exam Week		
Week 14 08 February	- Final Exam Week - Continuing students - enrolments for T127 open		Please see the exam timetable for the exam date, time and location
Week 15 15 February	- Student Vacation begins - New students - enrolments for T127 open		
Week 16 22 February	1. Results Released 2. Review of Grade Day for T326 – see Sections 2.6 and 3.2 below for relevant information. 3. Certification of Grades NOTE: More information about the dates will be provided at a later date through Moodle/KOI email.		
T127 01 March 2027			
Week 1 01 March	Week 1 of classes for T127		

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 (In-class)	Week 6	15%	a, b
Assessment 3: Group project (3500 + - 10%) Presentation	Week 10 – Report Week 11 - Presentation	35% Group Report 25% Individual Presentation 10%	a, b, c, d

Assessment Type	When Assessed	Weighting	Learning Outcomes Assessed
Assessment 4: Final examination On-campus: 2 hours + 10 mins reading time	Final exam period	35%	a, b, 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. ISBN: 9781260579567.

Recommended Readings:

Blair, A.A. (2020) *Agile Project Delivery: A Practical Approach for Corporate Environments Beyond Software Development*. Canadian Scholars Press. Available from: ProQuest Ebook Central. ISBN: 9781260579567.

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. ISBN: 9781119931355.

Pearson, N., Larson, E.W. and Gray, C.F. (2022) *Project Management in Practice*. Sydney: McGraw Hill. ISBN: 9781760427092.

Conference/ Journal Articles:

Antczak, J. (2024) 'Determinants of business management in the digital age'. *International Journal of Contemporary Management*, 60(1), pp. 17–26. DOI: https://doi.org/10.2478/ijcm-2023-0017.

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. DOI: https://doi.org/10.14453/aabfj.v17i1.08.

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. DOI: https://doi.org/10.20491/isarder.2023.1745.

Beretta, M. and Smith, P. (2023) 'Embarking on a Business Agility Journey: Balancing Autonomy Versus Control'. *California Management Review*, 65(4), pp. 93–115. DOI: https://doi.org/10.1177/00081256231177718.

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. DOI: https://doi.org/10.1002/bse.3106.

Gupta, S., Agrawal, A. and Ryan, J.K. (2023) 'Agile contracting: Managing incentives under uncertain needs'. *Production & Operations Management*, 32(3), pp. 972–988. DOI: 10.1111/poms.13909.

Helmlinger, P. (2023) 'Agile Transformation: A Case Study on Early Stage of Agile Adoption'. *Our Economy / Nase Gospodarstvo*, 69(1), pp. 56–67. DOI: https://doi.org/10.2478/ngoe-2023-0006.

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.

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 / Gestiòn Internacional*, 27(4), pp. 77–91. DOI: https://doi.org/10.59876/a-9f8k-mx67.

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. DOI: https://doi.org/10.69554/hqse2655.

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. DOI: https://doi.org/10.1186/s13731-023-00322-y.

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. DOI: 10.1080/14719037.2021.1972685.

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. DOI: 10.1007/s10479-023-05470-8.

Walas-Trębacz, J. and Bartusik, K. (2023) 'Identification of risk types in innovation projects'. *International Journal of Contemporary Management*, 59(4), pp. 74–93. DOI: https://doi.org/10.2478/ijcm-2023-0013.

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