



Institute of Transport and Logistics Studies

144 Burren Street, Newtown, Sydney

Directions and map: <http://sydney.edu.au/business/itls/about/directions>

Note: ITLS is not on the main campus

Please see the ITLS website for other important details about units at ITLS:

http://sydney.edu.au/business/itls/courses/transport_and_logistics

ITLS student enquiries office:

Email: business.itlsinfo@sydney.edu.au

Office: Room 312B, Level 3, ITLS, 144 Burren Street, Newtown

Assessment collection / viewing: Monday to Friday 12pm to 1.30pm ONLY

Timetable:

Please note that the timetable provided in this outline is subject to change. You should check your timetable on MyUni for final dates and to see which group you have been assigned to, see: <http://myuni.usyd.edu.au/>



TPTM6310

Project Management in Supply Chains Semester Two, 2011

Unit of Study Outline

Unit Coordinator: Dr Ada Suk-Fung Ng

Phone: 02 9351 0095

Email: suk.ng@sydney.edu.au

Office: Room 311 , Level 3, ITLS, 144 Burren Street, Newtown

Consultation times: By appointment via email

Please use email as your first method of communication. Additionally, should you have questions pertaining to course content you will be directed to ask these questions via the discussion board on the course Blackboard site.

Staff: Jyotirmoyee Bhattacharjya

Phone: 02 9351 0163

Email:

jyotirmoyee.bhattacharjya@sydney.edu.au

Office: Room B207, Level 2, ITLS, 144 Burren Street, Newtown

Consultation: By appointment via email

Please use email as your first method of communication. Additionally, should you have questions pertaining to course content you will be directed to ask these questions via the discussion board on the course Blackboard site.

Lecture Class Times: 9:00AM to 5:00PM

All Lectures will be held in Lecture Theatre 2 (LT2) and MS project workshops in the computer room (CR), 144 Burren Street, Newtown.

	Class 1	Class 2	Lab 1	Lab 2
Day	Thursday	Thursday	Wednesday	Wednesday
Date	28 July	11 August	17 August	31 August
Time	9:00-17:00	9:00-17:00	9:00-12:30 (A) 13:30-17:00 (B)	9:00-12:30 (A) 13:30-17:00 (B)
Room	LT2	LT2	CR	CR

	Class 3	Class 4	Mid-term Exam	Class 5
Day	Thursday	Thursday	Thursday	Thursday
Date	8 September	22 September	6 October	20 October
Time	9:00-17:00	9:00-17:00	10:00-12:00	9:00-17:00
Room	LT2	LT2	LT2	LT2

1. Unit of study information

1.1. School handbook description

Project management is an emerging management tool that can be applied to projects in various industries. This course focuses on project management skills with the application in logistics and supply chain projects. A combination of lectures and case studies will be used for demonstrating project management theories and strategies. Front-end planning is critical to project success. Planning consumes only a fraction of project monies yet locks in major decisions with profound ramifications for the whole of project life and the end results to the changes in supply chains. Project success is based on the ability of project managers to lead their teams to finish their project on time, on (or under) budget and to the specified quality. Therefore, practical knowledge of Microsoft Project, a software tool which is commonly used by project managers, will be covered to enhance practical skills on project planning and tracking.

1.2. Pre-requisite units

Analysis Tools for Transport and Logistics (TPTM6495) and Logistics and Supply Chain Management (TPTM5001 or TPTM6155) are co-requisite units for TPTM6310

1.3. Assumed knowledge and/or skills

It is assumed that you will have a basic knowledge of operating MS Word and MS Excel. It is also assumed that you will have a basic knowledge and understanding of Logistics and Supply Chain Management.

1.4. Workload requirement

It is expected that you will spend approximately 150 hours on this unit (including lectures, preparing assessment) and produce approximately 9,000 words or equivalent of work. This time should be made up of reading research, working on exercises and problems and participating in classes. In periods where you need to complete assignments or prepare for examinations, the required workload may be greater.

2. Learning aims and outcomes

2.1. Aims of the unit

In the course, lectures will be given to illustrate provide fundamental theories and concepts in project management, such as project selection, project organization theories, project planning concepts, project scheduling and resource allocation skills. Theories on risk management and techniques on project control will also be discussed. Industry based case studies will be conducted to enhance students' understanding of the theories and concepts by applying them to real-life cases. A further significant skill obtained from this course will be the use of project management tools including the understanding of the Microsoft Project software. After the course, student should be able to use Microsoft Project to help in the daily operations of managing projects.

2.2. Learning outcomes

There are ten learning outcomes (LOs) for this unit of study. They are as follows:

1. To be able to create project plans by using MS Project.
2. To be able to gather and analyse information and charts provided from MS Project to keep projects in control in time, cost and quality.
3. To have the knowledge and skills for managing projects, especially supply chain projects.
4. To be able to identify, define and analyse problems and recommend creative solutions to real-world supply chain projects.
5. To be able to develop coherent arguments when recommending solutions and critically evaluating theories in project management.
6. To be better equipped to think critically about underlying theories, concepts, assumptions and arguments in project management.
7. To be able to pick up new technology for project management easily in the future, through the MS Project Workshops.
8. To have the willingness to understand and accept different opinions when working with a project team.
9. To be able to develop the skills and tolerances in working in a project team.
10. To be able to display leadership by inspiring others when working in a project team.

2.3. Links between learning outcomes and learning and teaching methods

Lectures are used to set the scene and show how each topic fits into the overall unit of study aims. Theories are explained and demonstrated in lectures. Administrative announcements are made in lectures (and these are duplicated online as well). Examples will be given to illustrate project management concepts and the application to supply chains. Discussions will be provided through out the lecture to provide opportunities to apply concepts. You are strongly advised to actively participate. Incomplete lecture notes will be placed on Blackboard 3 days prior to the lecture; treat these as an outline to read before the lecture and fill in the gaps during or afterwards. (Learning outcomes: 2, 3, 4, 6)

MS Project Workshops will be conducted in the computer room to demonstrate the use of MS Project in project management. Hands-on experience of using the software is provided in the workshop. You are strongly advised to actively participate in the workshop to familiarise yourself with the use of the software. (Learning outcomes: 1, 3, 7)

Case studies will be used to provide opportunities to apply concepts to real life situations. You must read and prepare the case before the class. You are also encouraged to share you opinion openly. Creative thinking will be promoted in the discussions. (Learning outcomes: 2, 3, 4, 5, 6, 8, 9, 10)

Simulation games and role play will be used occasionally to illustrate concepts and theories. (Learning outcomes: 3, 6)

Staff consultation hours may be utilised for all other queries (or post them online).

2.4. Links between learning outcomes and assessment

The links between learning outcomes and assessment are discussed in Section 3.1 below.

3. Assessment

Assessment items	Relevant unit learning outcome/s	Length	Weight	Due Date*
1. MS Project Workshops	1, 3, 7	3 hours	15%	31 st August 2011
2. Mid Term Exam	3, 4, 5, 6	2 hours	25%	6 th October 2011
3. Project - Individual	2, 3, 4, 5, 6	10 pages	30%	16 th September 2011
4. Project - Group	2, 3, 4, 5, 6, 8, 9, 10	20 pages	30%	28 th October 2011
Academic honesty module **		N/A	0%	15 August 2011

* The due date is also the closing date. This means that assessment items will not be accepted after the due date except by prior agreement.

** Students must complete the academic honesty module in Blackboard with a mark above 80% by the final day of exams, or an Absent Fail (AF) grade will be given for the entire unit. Students can complete the module multiple times until this grade is achieved. Students who completed the module with a score of 80% or above last semester do not need to do it again.

All assignments must be submitted electronically via Blackboard. Assignments submitted electronically via Turnitin do not require cover sheets. Ensure that your student ID number (SID) is in the top right hand corner of each page for individual assignments and the Group name or number plus SID of all members is in the top right hand corner for group assignments. Full information about how to prepare assignments for electronic submission can be found in the Turnitin Student Guide:

http://blackboard.econ.usyd.edu.au/webapps/portal/frameset.jsp?tab_tab_group_id= 20_1

Should submission problems occur, students should contact Business School eLearning Support first on 9036 6433 or business.elearning@sydney.edu.au or the Unit Coordinator as soon as possible.

3.1. Detailed assessment information

MS Project Workshop assessment – 15% of Total Mark

A set of tasks will be provided and expected to be completed within the MS Project workshops on an individual basis. Students are allowed to bring in notes or the MS Project Manual and use the help function to assist them to complete the tasks.

Mid-term Exam – 25% of Total Mark

A 2-hours closed book examination is scheduled on 6 October 2011. It will cover all theoretical aspects for lectures up to 22 September 2011, skills for using MS Project are not included. This examination will assess the student's knowledge of the analytical and theoretical content of the set text.

Individual Project - 30% of the Total Mark

Details and backgrounds of a logistics project will be given at the beginning of the course. This is an individual assignment for which each student needs to build up a WBS table including manpower and resources allocation as well as time allocation and cost for each task of the project. The project report has to be submitted by 8:00pm on 16 September 2011, through Blackboard. A penalty of 20% per day will be deducted for late reports. Give a reference list for any book, journal article, magazine, newspaper, interview, data collection or website you have used in your report. Harvard style referencing is required. Inquiries regarding reference styles or how to search for journal articles/newspapers should be directed to library staff.

Group Project - 30% of the Total Mark

For the group project, a student has to work in a group. Groups can consist of 2 to 4 students. Larger groups will not be allowed (no exceptions). High quality assignments are expected regardless of the group size. The group representative **MUST** email the lecturer the name and student SID of each group member on or before 12 August. Unless you do so the lecturer assumes that you are working alone. Submitting the group member list is equivalent to accepting that each member of the group will receive the same grade given to the group as a whole for the group contribution part on the basis of the group's overall performance. It is the student's responsibility to form a group for the project if he/she decides to work in a group. If a group cannot be formed, a student must work alone. Working in a group is optional; no student can be forced to be in a group.

Based on the result of the individual project, you can base on any of the individual projects of your group members, the group needs to develop a full project plan. The group needs to use MS Project to provide a project schedule. Overall project costing needs to be calculated. Risk management techniques have to be used to provide a detailed risk mitigation plan. Students may need to re-visit the WBS and costing of the project in order to mitigate risk before risk materialises. A detailed project planning report has to be submitted by 8:00pm on 28 October 2011, through Blackboard. A penalty of 20% per day will be deducted for late reports. A single mark will be given to the whole group for the report. Give a reference list for any book, journal article, magazine, newspaper, interview, data collection or website you have used in your report. Harvard style referencing is required. Inquiries regarding reference styles or how to search for journal articles/newspapers should be directed to library staff.

3.2. Referencing style and style guide

For this unit the referencing style is the Harvard Referencing Style. Students should download and adhere to the 'How to write a paper at the Institute of Transport and Logistics Studies' report available at http://sydney.edu.au/business/itls/courses/transport_and_logistics/student_resources.

3.3 Feedback on assessment

Timely feedback is intended to help you to improve your learning during the unit. In this unit you will receive the following types of feedback. **Marks** will be posted into the "Blackboard Gradebook" when all results for an assessment (excluding the final exam) have been compiled. Marks will not be given by telephone. Marks for the Tutorial Quizzes will be available and discussed at the following tutorial session.

Errors made in your work are identified typically on the paper. **Qualitative feedback** on individual and group assignments will be provided via a detailed marking sheet. For each assessment task you will get an overall comment as well as an indicator against the level of achievement against each of the assessment criteria. If you would like further feedback on the assessment task, you are encouraged to ask during the lecturer.

3.4. Academic honesty, plagiarism, legitimate cooperation and groupwork

Commencing students should complete the academic honesty module available via Blackboard before their first assessment submission. Students should refer to Business School and University policies on academic dishonesty and plagiarism

(sydney.edu.au/business/currentstudents/student_information/student_administration_manual), copyright (sydney.edu.au/senate/policies/Intellectual_Property_Rule.pdf) and the 'All your own work website' (sydney.edu.au/student_affairs/plagiarism_index.shtml) for information about legitimate cooperation, group work, how to reference correctly and how to avoid plagiarism.

Academic honesty is important to protect students' right to receive due credit for work submitted for assessment. It is clearly unfair for students to submit work for assessment that dishonestly represents the work of others as their own and gain marks and degrees, which are not based on their own efforts and abilities. Deliberate breaches of academic honesty constitute academic misconduct. These breaches include: plagiarism, fabrication of data, recycling previously submitted material, engaging someone else to complete an assessment on one's behalf and misconduct during supervised assessments.

The penalties for academic misconduct may include: a mark of zero on the assessment; a fail grade in the unit of study, additional assessment (including an unseen exam), and reference of the matter to the University Registrar.

All assessments will be checked for plagiarism. Where plagiarism is suspected, the assessment will be fully checked and monitored using manual process, Google checks and also electronic plagiarism detectors. In order to do this, the Business School may reproduce the assessment, provide a copy to another member of the Business School, and/or communicate a copy of this assignment to a plagiarism checking service (which may then retain a copy of the assignment on its database for the purpose of future plagiarism checking).

Academic dishonesty involves more than just copying material. Cooperation and helping other students may at times trigger academic dishonesty proceedings if it appears you have worked too closely with another student.

In this unit, the Group Project is the only items that is not an individual assessment.

Individual assignments must be written and prepared alone. You may consult with other students about ideas and possible research sources but the analysis and writing of the assignment must be done alone. Group assignments should be prepared within the group. Students should contribute fully to the group and take part in all group activities, contributing ideas, analysis and writing to the final product. While students within the group should assist each other freely, students should not carry this level of cooperation outside the group. One group may cooperate and help another group about ideas and possible research sources but the analysis and writing of the assignment must be done by the group alone.

4. Texts and other resources

Required Text

T1 Jack R. Meredith and Samuel J. Mantel, Jr., 2009. *Project management: A managerial approach*, 7th edition, Wiley.

References

- R1 Project Management Institute, 2004. *PMBOK – Guide*. PMI Global Standard, 3rd Ed.
- R2 Carl Chatfield and Timothy Johnson, 2004. *Microsoft Office Project 2007 Step by Step*, Microsoft Press, Redmond, Washington.
- R3 Martin Hoegl, 2005. 'Smaller Teams – Better Teamwork: How to Keep Project Teams Small', *Business Horizons*, vol 48, 209-214.
- R4 Jeffrey K. Pinto and Om P. Kharbanda, 1996. 'How to Fail in Project Management (Without Really Trying)', *Business Horizons*, vol 39(4), 45-53.
- R5 Kent H. Bowen, 2002. *Project Management Manual*, Harvard Business Scholl Publications 9-697-034.

Cases

Andrew P. McAfee, Karen Ooms-walls and Lubna Al Qasimi, 2003. 'Dubai Ports Authority (A)', *Harvard Business School Cases 9-603-061*, Harvard Business School Publication.

Mark Jeffery, 2008. 'A & D High Tech (A): Managing Projects for Success', *Harvard Business School Cases KEL 156*, Harvard Business School Publication.

Mark Jeffery, 2008. 'A & D High Tech (B): Managing scope change', *Harvard Business School Cases KEL 158*, Harvard Business School Publication.

5. University and Business School policies and support

5.1. Business School policies

Business School policies are contained in the Administration Manual for Students: sydney.edu.au/business/currentstudents/student_information/student_administration_manual.

It is crucial that you take the time to consult this manual early in your studies in order to familiarise yourself with policies and procedures relating to critical issues such as the Business School's policy on special consideration (including requirements and timelines. e.g. lodging applications five working days after a missed assessment), appeals (lodge within 15 working days of the decision) and other policies such as enrolment, credit etc. Assistance is available from the Business School's Student Information Office (sydney.edu.au/business/student_information_office).

5.2. University policies

- **University policies:** sydney.edu.au/policy
- **Assistance** is available from the University's Student Centre: sydney.edu.au/current_students/student_administration
- **The code of conduct** is an important policy which outlines the University's expectations about treating all staff employees and students with respect, dignity, impartiality, courtesy and sensitivity and refrain from acts of discrimination, harassment or bullying: sydney.edu.au/ab/policies/Student_code_conduct.pdf

5.3. Student resources and services

Links to other student services and resources are included on Blackboard and on the learning and teaching section of the Business School website: sydney.edu.au/business/learning

6. Continual improvement of the Unit

6.1 Past Feedback

From the feedback from previous students, they enjoy the active mode of learning in the class. They were actively involved in class discussions and the discussion forum on the web. Some students commented that the workload is a bit heavy and feedback about the final exam is negative since no feedback can be given for improvement. Besides, more practical experience on managing real project would add value to the course.

6.2 Improvements made for 2011

Instead of the final exam, a mid-term exam will be conducted such that early feedback on student performance can be given earlier.

Case report submission is cancelled, however, students are encouraged to prepare the case before class in order to get more out of the case studies.

A practical logistics project will be used throughout the whole course such that students can apply project management skills with the guided project.

Instead of two individual projects, it is reduced to one.

6.3. How feedback will be collected

Please note that students are, at all times, encouraged to provide their teaching staff with feedback on course material, lecture notes, assessment items, or anything relevant to their learning and enjoyment of this course. Teaching staff sincerely appreciate suggestions on how the course may be improved, as well as comments on what is working well. Students will also have the opportunity to provide feedback via Unit of Study Evaluation forms at the end of the Winter School.

7. Topic schedule

Class	Date	Topic	Required Pre-Reading (See Section 4)	Assessments Due (See Section 3)
Class 1	Thursday 28 July	Course overview Introduction of project management Project initiation and selection Work Breakdown Structure	Ch 1,2 and 6 of T1, R1, R5	
Class 2	Thursday 11 August	Scheduling Resource allocation Budgeting and cost estimation	Ch 7, 8 and 9 of T1, R1	
Lab 1	Wednesday 17 August	Project planning	R2 A&D case (1)	
Lab 2	Wednesday 31 August	Project planning and tracking	R2 A&D case (1)	Workshop assessment
Class 3	Thursday 8 September	Project control Project organization	Ch 5, 10 and 11 of T1, R1 A&D case (1)	
	Friday 16 September			Individual project
Class 4	Thursday 22 September	Project risk management Project manager Project team	Ch 3 of T1, R1, R3 A&D case (2)	
Mid-term Exam	Thursday 6 October			Mid-term Exam
Class 5	Thursday 20 October	Partnership in supply chain project management Project termination Project auditing	Ch 12 and 13 of T1, R1, R4 Dubai case (2)	
	Friday 28 October			Group project