



ITEC844

Strategic Project Management

S1 Evening 2014

Computing

Contents

| | |
|--------------------------------|----|
| <u>General Information</u> | 2 |
| <u>Learning Outcomes</u> | 2 |
| <u>Assessment Tasks</u> | 3 |
| <u>Delivery and Resources</u> | 6 |
| <u>Unit Schedule</u> | 8 |
| <u>Policies and Procedures</u> | 9 |
| <u>Graduate Capabilities</u> | 11 |

Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

General Information

Unit convenor and teaching staff

Unit Convenor

Cathy Campbell

cathy.campbell@mq.edu.au

Contact via cathy.campbell@mq.edu.au

Credit points

4

Prerequisites

ISYS302 or ISYS360

Corequisites

Co-badged status

Unit description

This unit builds upon the foundations laid by introductory units such as ISYS302 and ISYS360 to provide students with a more thorough understanding of the strategic, infrastructural and socio-technical aspects of project management. At one level, this unit is intended as a training ground for participants who wish to extend their existing ICT project planning and management skills in the more technical aspects of disciplines such as strategic planning, capital budgeting, risk analysis and post-implementation review. At another, we examine the political and organisational context into which this discipline fits, with a view to equipping candidates with the background required to make the transition into a project-sponsorship role.

Important Academic Dates

Information about important academic dates including deadlines for withdrawing from units are available at <https://www.mq.edu.au/study/calendar-of-dates>

Learning Outcomes

On successful completion of this unit, you will be able to:

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value

Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics

Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

Assessment Tasks

| Name | Weighting | Due |
|---|-----------|---------------------|
| <u>Individual Assign 1 (Idea)</u> | 2% | 18/3 |
| <u>Individual Assign 2 (Proposal)</u> | 8% | 1/4 |
| <u>Individual Assign 3</u> | 10% | Pt1: 6/4; Pt2: 29/4 |
| <u>Individual Assign 4</u> | 25% | 17/6 |
| <u>Group Assign 1</u> | 20% | 27/5 |
| <u>Presentation</u> | 10% | 3/6 |
| <u>Partipation & Peer Review</u> | 25% | 3/6 |

Individual Assign 1 (Idea)

Due: **18/3**

Weighting: **2%**

Students will submit two project ideas following the template provided.

On successful completion you will be able to:

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

Individual Assign 2 (Proposal)

Due: **1/4**

Weighting: **8%**

Students will submit a project proposal following the template provided.

On successful completion you will be able to:

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

Individual Assign 3

Due: **Pt1: 6/4; Pt2: 29/4**

Weighting: **10%**

Students will score and rank all submitted projects using the portfolio criteria developed in week 4 and an Ranking Analysis Report discussing how the group discussed and analysed the ranking results and selected and agreed which project to take to the Business Case stage

On successful completion you will be able to:

- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

Individual Assign 4

Due: **17/6**

Weighting: **25%**

Students will complete an analysis of the Stanford Ebay Case study and a reflection paper discussing and summarizing their learnings from each week of the class.

On successful completion you will be able to:

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics

- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

Group Assign 1

Due: **27/5**

Weighting: **20%**

In groups students will complete a Business Case following the template provided.

On successful completion you will be able to:

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

Presentation

Due: **3/6**

Weighting: **10%**

In groups students will present their business case to the rest of the class.

On successful completion you will be able to:

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

Partipation & Peer Review

Due: **3/6**

Weighting: **25%**

- 25% of Assessment is based on participation in simulation and in class exercises (15%) and peer review (10%)
- Therefore it is imperative that you be present in class to participate, so attendance is mandatory to get a good participation mark
- In class exercises and participation in the portfolio simulation will be done in groups
- At least 80% (10 weeks) attendance is expected, up to 100% (12+ weeks) attendance will earn bonus marks

Note: because some students don't start until week 3, I will not penalise those that miss the first two weeks due to late enrollment.

On successful completion you will be able to:

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

Delivery and Resources

Classes

Each week you should attend a three-hour seminar. For details of days, times and rooms consult the [timetables webpage](#).

Technology to be used and required

We will be using the Computing Lab to run the Portfolio Simulation software. You will also be able to download a java applet to run the software on your own PC, Laptop or Mac. It wont run on an Ipad. The link for this applet will be provided in class.

Students will need to be able to access ilearn and to download materials from it for class. Students are required to ensure that they either bring hardcopies of all specified materials to class or ensure that they can access and use electronic copies of documents and readings in class. For this an ipad, tablet or laptop (mac or PC) is highly recommended.

One of the text books is available via kindle. The kindle software is free and can be downloaded to an ipad, mac or PC to enable the book to be read on any of these electronic devices.

Resources to assist your learning

Textbook

The textbook for ITEC842 used this semester is:

There are two key textbooks from which most of the core readings will be taken for this subject both books are available from Amazon

Schmidt, Terry

Strategic Project Management Made Simple: Practical Tools for Leaders and Teams

Publisher: Wiley; 1 edition (March 16, 2009) |

ISBN: 0470411589

Available in Kindle or hardcover for \$US16.47

Resch, Marc

Strategic Project Management Transformation: delivering maximum ROI and sustainable business value

Publisher: J Ross 2011

ISBN: 9781060427

Available in hardcover for \$US40.00

Other references from which readings are taken:

Levine, Harvey A

Project Portfolio Management

Publisher: John Wiley 2005

Maizlish & handler

IT Portfolio Management: step by step

Publisher John Wiley 2005

Moore, Simon

Strategic Project Management

Publisher John Wiley 2010

IT Governance Institute

Governance of the Extended enterprise: bridging business and IT strategies

Publisher: Wiley 2005

Unit material

Material for the unit can be found on ilearn.

Discussion Boards

The unit makes use of the discussion board hosted within ilearn. Please post questions there, this is monitored by the staff on the unit. However if the matter is urgent email the Convenor directly as the board is not necessarily checked every day.

Unit Schedule

| Week | Topic and lecture description | Readings | In class Exercises | Assessment Due |
|----------------|--|------------------------------------|---|---|
| 1 4/3 | Introduction: projects, strategic planning and portfolio management Assessment, simulation & case study | Levine 1.1 & 1.2 | Introduction to Sciforma Reviewing case study materials and assessment tasks | |
| 2 11/3 | What are strategic projects? Strategic logic, goals, purpose, outcomes, objectives and trees | Schmidt Ch 1 & 2 Moore Ch 1 | Brain storming and submitting project ideas Ebay Case Study | |
| 3 18/3 | Logic Framework The 4 strategic Questions | Scmidt Ch 3 5 & 6 | Creating project proposals | Individual Assign 1 |
| 4 25/3 | Strategic Planning | Schmidt Ch 4 Resch Ch2 | Selection Criteria | |
| 5 1/4 | Portfolio Management pt 1 | Levine 2, 2.1, 2.2, 2.3, 3.2, 3.3 | Scoring and ranking | Individual Assign 2 Individual Assign 3 Pt 1 |
| 6 8/4 | Portfolio Management pt 2 | IT Portfolio Mgt (M&H Ch 5) | Ranking analysis report | |
| Semester break | | | | |

| | | | | |
|------------|---|---------------------------------------|----------------------------------|-------------------------------------|
| 7 29/4 | Purpose of a Business Case and how to write one | Resch ch 4 | Creating the Business Case | Individual Assign 3 Pt2 |
| 8 6/5 | Scheduling and Resource Mgt, Capacity Planning | Scheduling resources H/O | Scheduling and Resource Planning | |
| 9 13/5 | Benefits and Budgets | Resch ch 9,10,11 | Financial analysis | |
| 10 20/5 | Risk and Governance | Levine 5.2, 5.3 IT Gov Institute Ch 5 | Risk analysis | |
| 11 27/5 | Managing and leading Organisational Change through strategic projects | Resch ch 5 | Selling the WIFM | Group Assign 1 Business Case |
| 12 3/6 | Business Case presentations | | Business Case Presentations | Group Assign 2 Presentation |
| 13 10/6 | Portfolio Simulation | | Portfolio Simulation | |
| 17/6 | | | | Individual Assign 4 in lieu of exam |

Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](#). Students should be aware of the following policies in particular with regard to Learning and Teaching:

Academic Honesty Policy http://mq.edu.au/policy/docs/academic_honesty/policy.html

Assessment Policy <http://mq.edu.au/policy/docs/assessment/policy.html>

Grading Policy <http://mq.edu.au/policy/docs/grading/policy.html>

Grade Appeal Policy <http://mq.edu.au/policy/docs/gradeappeal/policy.html>

Grievance Management Policy http://mq.edu.au/policy/docs/grievance_management/policy.html

Disruption to Studies Policy http://www.mq.edu.au/policy/docs/disruption_studies/policy.html *The Disruption to Studies Policy is effective from March 3 2014 and replaces the Special Consideration Policy.*

In addition, a number of other policies can be found in the [Learning and Teaching Category](#) of Policy Central.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: https://students.mq.edu.au/support/student_conduct/

Assessment policy (Including Extensions and Re-submissions)

If you cannot complete a piece of work please see the convenor before the due date.

Late assignments (without prior consent), will attract a 10% per day (24 hours) penalty. Students who anticipate that they will not be able to submit an assignment on time due to illness or other life issue, such as work commitments or family crisis, must request an extension at least 24 hours prior to the due date for the assignment and provide substantiating evidence of the reason for the delay. No extensions will be granted without these conditions being met. Check also the [special consideration](#) policy.

Students who fail to grasp the point of an assignment but have demonstrated significant effort and genuine willingness to learn, may in special circumstances be granted the opportunity to resubmit an assignment in order to obtain a pass mark. Students resubmitting will not be able to score higher than a pass for the resubmitted assignment. This is entirely at the discretion of the Convenor and will only be granted in exceptional circumstances.

Conditions for Passing the Subject

Participation and attendance, including peer review, are key elements of assessment and students must perform satisfactorily in all assessment items including in participation, attendance and peer review to pass the subject.

Submission Method for Assessment Tasks

All assignments should be handed in via the online system at <https://ilearn.mq.edu.au/login/MQ/> by the time specified in the assignment description.

All work submitted should be readable and well presented.

Student Support

Macquarie University provides a range of support services for students. For details, visit <http://students.mq.edu.au/support/>

Learning Skills

Learning Skills (mq.edu.au/learningskills) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

Student Services and Support

Students with a disability are encouraged to contact the [Disability Service](#) who can provide appropriate help with any issues that arise during their studies.

Student Enquiries

For all student enquiries, visit Student Connect at ask.mq.edu.au

IT Help

For help with University computer systems and technology, visit <http://informatics.mq.edu.au/help/>.

When using the University's IT, you must adhere to the [Acceptable Use Policy](#). The policy applies to all who connect to the MQ network including students.

Graduate Capabilities

PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

Learning outcomes

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics

PG - Critical, Analytical and Integrative Thinking

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

Learning outcomes

- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

PG - Research and Problem Solving Capability

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

Learning outcomes

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects
- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

PG - Effective Communication

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

Learning outcomes

- Develop an effective business case for IT and business related projects
- Apply strategic thinking to the development of an IT portfolio of projects

- Apply Portfolio Management concepts in the context of IT strategic management a. Selecting an IT portfolio b. Managing portfolio risk c. Managing the IT portfolio d. Identifying and managing benefits and financial metrics of business value
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

PG - Engaged and Responsible, Active and Ethical Citizens

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

Learning outcomes

- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills

PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

Learning outcomes

- Apply strategic thinking to the development of an IT portfolio of projects
- Apply IT leadership focusing on the below issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Exercise of the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills