ITEC844

Strategic Project Management

S1 Evening 2015

Dept of Computing

Contents

Disclaimer

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General Information

Unit convenor and teaching staff
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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:

Analyse and Develop and an effective business case for IT and business related projects

Evaluate and explain the strategic thinking used in 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 integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics

Combine, debate and integrate 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
Individual Assign 1 (Idea)	2%	17/3
Individual Assign 2 (Proposal)	8%	31/3
Individual Assign 3	10%	Pt1: 7/4; Pt2: 28/4
Individual Assign 4	25%	16/6
Group Assign 1	20%	26/5
Presentation	10%	2/6
Partipation & Peer Review	25%	2/6

Individual Assign 1 (Idea)

Due: **17/3**
Weighting: **2%**

Students will submit two project ideas following the template provided.

On successful completion you will be able to:

- Analyse and Develop and an effective business case for IT and business related projects
- Evaluate and explain the strategic thinking used in the development of an IT portfolio of projects
- Combine, debate and integrate 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: **31/3**
Weighting: **8%**

Students will submit a project proposal following the template provided.

On successful completion you will be able to:

- Analyse and Develop and an effective business case for IT and business related projects
- Evaluate and explain the strategic thinking used in the development of an IT portfolio of projects
- Combine, debate and integrate 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: 7/4; Pt2: 28/4**
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:

- Evaluate and explain the strategic thinking used in 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 integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Combine, debate and integrate the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills.

Individual Assign 4

Due: **16/6**
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:
- Analyse and Develop and an effective business case for IT and business related projects
- Evaluate and explain the strategic thinking used in 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 integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Combine, debate and integrate the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills.

Group Assign 1

Due: **26/5**
Weighting: **20%**

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

On successful completion you will be able to:
- Analyse and Develop and an effective business case for IT and business related 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 integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Combine, debate and integrate the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills.

Presentation

Due: **2/6**
Weighting: **10%**

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

On successful completion you will be able to:

- Analyse and Develop and an effective business case for IT and business related 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 integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Combine, debate and integrate the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills.

Partipation & Peer Review

Due: **2/6**
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:

- Analyse and Develop and an effective business case for IT and business related 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 integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Combine, debate and integrate 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(s) for ITEC844 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) I

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 24/2	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 3/4	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 10/3	Logic Framework The 4 strategic Questions	Scmidt Ch 3 5 & 6	Creating project proposals	Individual Assign 1
4 17/3	Strategic Planning	Schmidt Ch 4 Resch Ch2	Selection Criteria	
5 24/3	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 31/3 Semester break	Portfolio Management pt 2	IT Portfolio Mgt (M&H Ch 5)	Ranking analysis report	
7 21/4	Purpose of a Business Case and how to write one	Resch ch 4	Creating the Business Case	Individual Assign 3 Pt2
8 28/4	Scheduling and Resource Mgt, Capacity Planning	Scheduling resources H/O	Scheduling and Resource Planning	
9 5/5	Benefits and Budgets	Resch ch 9,10,11	Financial analysis	
10 12/5	Risk and Governance	Levine 5.2, 5.3 IT Gov Institute Ch 5	Risk analysis	
11 19/5	Managing and leading Organisational Change through strategic projects	Resch ch 5	Selling the WIFM	Group Assign 1 Business Case
12 26/5	Business Case presentations		Business Case Presentations	Group Assign 2 Presentation
13 2/6	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/

Results

Results shown in *iLearn*, or released directly by your Unit Convenor, are not confirmed as they are subject to final approval by the University. Once approved, final results will be sent to your student email address and will be made available in eStudent. For more information visit ask.mq.edu.au.

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 - 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

- Evaluate and explain the strategic thinking used in the development of an IT portfolio of projects
- Apply IT leadership focusing on integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Combine, debate and integrate the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills.

Assessment tasks

- Individual Assign 1 (Idea)
- Individual Assign 2 (Proposal)
- Individual Assign 3
- Individual Assign 4
- Group Assign 1
- Presentation
- Partipation & Peer Review

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

- Analyse and Develop and an effective business case for IT and business related projects
- Evaluate and explain the strategic thinking used in the development of an IT portfolio of projects
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Identifying and managing benefits and financial metrics of business value

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

Assessment tasks

- Individual Assign 1 (Idea)
- Individual Assign 2 (Proposal)
- Individual Assign 3
- Individual Assign 4
- Group Assign 1
- Presentation
- Partipation & Peer Review

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

- Evaluate and explain the strategic thinking used in 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 integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics
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Assessment tasks

- Individual Assign 1 (Idea)
- Individual Assign 2 (Proposal)
- Individual Assign 3
- Individual Assign 4
- Group Assign 1

- Presentation
- Partipation & Peer Review

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

- Analyse and Develop and an effective business case for IT and business related projects
- Evaluate and explain the strategic thinking used in 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
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Assessment tasks

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- Individual Assign 3
- Individual Assign 4
- Group Assign 1
- Presentation
- Partipation & Peer Review

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

- Analyse and Develop and an effective business case for IT and business related projects
- Evaluate and explain the strategic thinking used in the development of an IT portfolio of projects
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- Individual Assign 3
- Individual Assign 4
- Group Assign 1
- Presentation
- Partipation & Peer Review

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 integrating the following issues: a. strategy b. IT governance; c. realization of business value; d. metrics
- Combine, debate and integrate the following skills during the semester: a. Leadership skills; b. Communication skills; c. Critical analysis skills; d. Creative thinking skills.

Assessment tasks

- Individual Assign 1 (Idea)
- Individual Assign 2 (Proposal)

- Individual Assign 3
- Individual Assign 4
- Group Assign 1
- Presentation
- Partipation & Peer Review

Standards and Grading

Grading Standards

Unlike many units, **ITEC844** covers a wide range of areas, but at limited depth. Therefore it is not appropriate to identify core knowledge and assess the students' mastery of that at **increasing** levels of complexity. Instead, the assessment of learning outcomes is based in large part on the amount of knowledge the student gains across the range of the unit, as assessed by performance in the **(Individual and Group)**assignments, quizzes, **Presentation** and final examination.

GRADING

L.O. 1-3	PASS	CREDIT	DISTINCTION	HIGH DISTINCTION
Knowledge development	Understand the development of IT project development from a project portfolio perspective.	Apply knowledge in the analysis of IT project development from a project portfolio perspective.	Apply knowledge in the development of IT project development from a strategic management viewpoint.	Apply knowledge in the analysis and development of IT project development from a strategic management viewpoint.
L.O. 4-5	PASS	CREDIT	DISTINCTION	HIGH DISCTINCTION
IT Project Leadership	Able to understand the principles of IT leadership in the evaluation of all aspects of IT portfolio of projects.	Apply the principles of IT leadership in the evaluation of all aspects of IT portfolio of projects.	Demonstrate IT analytical skills in evaluation of all aspects of IT portfolio of projects in real world scenarios.	Demonstrate IT leadership and creative thinking in the analysis and evaluation of all aspects of IT portfolio of projects in real world scenarios.

Your final grade will depend on your performance in each part of the assessment of the unit. In particular, to obtain a grade of Pass (P) or higher in this unit you will of satisfied the following:

- obtain a mark of at least 40% overall for the assignments.
- obtain a mark of at least 40% in the presentation.
- obtain a mark of at least 40% in the final exam.

- obtain an overall mark of at least 50% (calculated according to the weightings given above).

Obtaining a higher grade than a Pass (P) in this unit will require a student to obtain (in addition to the above):

- the required total number of marks (Credit - 65, Distinction - 75, High Distinction - 85).
- The following minimal results in both the practical and final exam for grades higher than a pass:
  - 60% in the mid-term exam
  - 60% in the final exam

Policies

Macquarie is developing a number of policies in the area of learning and teaching. Approved policies and associated guidelines and procedures can be found at Policy Central. There you will find the University's policy and associated procedures on:

- Assessment
- Special Consideration
- Plagiarism
- Grade Appeal

Assessment

The procedure implementing the new assessment policy can be found here.

Disruption of Studies

Disruption of Studies is intended for a student who is prevented by serious and unavoidable disruption from completing any unit requirements in accordance with their ability. In this case, you should follow the procedure implementing the policy available here.

If a Supplementary Examination is granted as a result of the Special Consideration process the examination will be scheduled after the conclusion of the official examination period. For details of the Special Consideration policy specific to the Department of Computing, see the Department's policy page.

Plagiarism

Plagiarism involves using the work of another person and presenting it as one's own. The Department, in line with University policy, treats all cases seriously. In particular, the Department, and the University, keeps a record of all plagiarism cases. This record is referred to so that an appropriate penalty can be applied to each case. More details are available here.

Grade Appeal

In case of problems arising from the final unit grade provided by academic staff members, the

first step is to request a review of your grade. The Department recommends that you submit a request in writing to the convenor of the unit in order to arrange a review session. If this review does not resolve the problem, a formal Grade Appeal can be lodged via www.ask.mq.edu.au

Changes since First Published

Date	Description
24/02/2015	Dates were incorrect for the Assessment Tasks - only the dates were changed !!!