



# ITEC844

## Strategic Project Management

S1 Evening 2019

*Dept of Computing*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Unit Convenor

Matthew Mansour

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Post Lecture

Lecturer (Week 7-12)

Jason Lee

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Post Lecture

Credit points

4

Prerequisites

ITEC602

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 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.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Project Management Assignment</a>	20%	No	Week 7 (Tue 10th April)
<a href="#">Big Data &amp; Project Management</a>	22%	No	Week 11 (Tues 22nd May)
<a href="#">Quizzes</a>	18%	No	Varies: Wk 5 & 8 & 11
<a href="#">Final Written Exam</a>	40%	No	Examination Period

### Project Management Assignment

Due: **Week 7 (Tue 10th April)**

Weighting: **20%**

### Submission

The assessment task is to write a 2000 word report regarding the importance of strategically managing multiple projects for one organisation. You will use scholarly references that will address the issue(s) Refer to ilearn for the details of the assessment)

### Extension

No extensions will be granted.

Late tasks will be accepted up to 72 hours after the submission deadline via Turnitin. There will be a deduction of 20% (for each 24 hour period) made after the mark for the assessment is determined.

NB. This penalty does not apply for cases in which a special consideration is made and approved.

### What is required to complete the unit satisfactorily

Satisfactory completion of all assessment tasks.

On successful completion you will be able to:

- Analyse and Develop 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.

## Big Data & Project Management

Due: **Week 11 (Tues 22nd May)**

Weighting: **22%**

### Submission

We live in a world where companies are seeing value in data that we may have not considered to be important in the past. You will explore the notion of how companies tap into the use of Big Data and more importantly how this is strategically project managed. NB. This assessment has an option to do this in groups of 3. Consult your lecturer about this. (Refer to ilearn for the details of the assessment)

### Extension

No extensions will be granted.

Late tasks will be accepted up to 72 hours after the submission deadline via Turnitin. There will be a deduction of 20% (for each 24 hour period) made after the mark for the assessment is determined.

NB. This penalty does not apply for cases in which a special consideration is made and approved.

What is required to complete the unit satisfactorily.

Satisfactory completion of all assessment tasks.

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

## Quizzes

Due: **Varies: Wk 5 & 8 & 11**

Weighting: **18%**

## Quizzes

In weeks 5, 8 and 11 there will be a short quiz in the lecture time. Each quiz is worth 6% towards your final grade (i.e 18% in total). These quizzes will cover important parts of the unit material and, as well as assessing your current level of mastery of it, give you and your lecturer an opportunity to address any problem areas before the final exam. The quizzes will normally not take the whole class and will be followed by that weeks lecture. Please be on time to these classes, as the quiz will be the first thing in the class.

## Extension

No extensions will be granted. Students will need to apply for a special consideration and await the university's decision on what the student will do.

## What is required to complete the unit satisfactorily

Satisfactory completion of all quizzes

On successful completion you will be able to:

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

## Final Written Exam

Due: **Examination Period**

Weighting: **40%**

## Examination conditions

Three (3) hour exam plus 10 minutes reading time.

## What is required to complete the unit satisfactorily

Satisfactory performance in all assessment components including the final exam.

## Supplementary Exams

If you receive special consideration for the final exam, a supplementary exam will be scheduled in the interval between the regular exam period and the start of the next session. By making a special consideration application for the final exam you are declaring yourself available for a resit during the supplementary examination period and will not be eligible for a second special consideration approval based on pre-existing commitments. Please ensure you are familiar with the policy prior to submitting an application. You can check the supplementary exam information page on FSE101 in iLearn ([bit.ly/FSESupp](https://unitguides.mq.edu.au/unit_offerings/105014/unit_guide/print)) for dates, and approved applicants will receive an

individual notification one week prior to the exam with the exact date and time of their supplementary examination.

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.

## Delivery and Resources

### Classes

Each week you should attend a two-hour seminar/lecture. In addition to this we have non-compulsory practical labs booked for you to use for research for individual and group assessments. 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 give you access to Project Management Software (Project Libre). You will also be able to download your own copy for your PC, Laptop or Mac. It won't run on an iPad. Details of the software will be available in lectures.

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 hard-copies 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.

The textbook is available as an eBook and also a hard copy text. (Details are below):

### Resources to assist your learning

#### Textbook

The textbook(s) for ITEC844 used this semester is:

**Project Management: Achieving Competitive Advantage, Global Edition (4e)**

**ISBN: 9781292094793 Publisher: Pearson**

#### Unit material

Material for the unit can be found on iLearn.

#### News Forum

Your lecturers will post regular reminders in regards to assessments and/or anything that is

happening in the week. It is your responsibility to keep up to date with everything with the unit.

## Unit Schedule

Week	Topic and lecture description	Readings	In class Exercises	Assessment Due
1	Introduction: <i>Why Strategic Project Management?</i>	Chapter 1	"Throwing Good Money after Bad": The BBC's Digital Media Initiative	
2	<i>The Organizational Context: Strategy, Structure, and Culture</i>	Chapter 2	Tesla's \$5 Billion Gamble	
3	<i>Project Selection and Portfolio Management</i>	Chapter 3	Project Selection Procedures: A Cross-Industry Sampler	
4	<i>Leadership and the Project Manager</i>	Chapter 4	Leading by Example for the London Olympics – Sir John Armitt	
5	<i>Project Team Building, Conflict, and Negotiation</i>	Chapter 6	Engineers Without Borders: Project Teams Impacting Lives	<b>In class Quiz 1</b>
6	<i>Risk Management</i>	Chapter 7	Collapse of Shanghai Apartment Building	
7	<i>Big Data and Project Management</i>	Links provided in ilearn	Big Data discussion	<b>Assignment 1 Due (Tues 10th April)</b>
<b>Semester Break</b>				
8	<i>Managing Projects that are not understood (The semantic Web and Data)</i>	Links provided in ilearn	Brain Storming session - Help for Assignment 2	<b>In class Quiz 2</b>
9	<i>Guest Lecture on Big Data</i>	<b>Material provided by guest Lecturer</b>	Review of Assignment 2	
10	<i>Resource Management</i>	Chapter 12	Hong Kong Connects to the World's Longest Natural Gas Pipeline	
11	<i>Project Evaluation and Control</i>	Chapter 13	Boeing's 787 Dreamliner: Failure to Launch (with update)	<b>In class Quiz 3</b> <b>Research Essay Due (Tue 22<sup>nd</sup> May)</b>
12	<i>Project Closeout and Termination</i>	Chapter 14	Aftermath of a "Feeding Frenzy" - Dubai and Cancelled Construction Projects	
13	<i>Final Exam Revision</i>			

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>). Students should be aware of the following policies in particular with regard to Learning and Teaching:

- [Academic Appeals Policy](#)
- [Academic Integrity Policy](#)
- [Academic Progression Policy](#)
- [Assessment Policy](#)
- [Fitness to Practice Procedure](#)
- [Grade Appeal Policy](#)
- [Complaint Management Procedure for Students and Members of the Public](#)
- [Special Consideration Policy](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/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/study/getting-started/student-conduct>

## Results

Results published on platform other than [eStudent](#), (eg. iLearn, Coursera etc.) 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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@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 20% 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 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](http://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](http://ask.mq.edu.au)

If you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto:globalmba.support@mq.edu.au)

## IT Help

For help with University computer systems and technology, visit [http://www.mq.edu.au/about\\_us/offices\\_and\\_units/information\\_technology/help/](http://www.mq.edu.au/about_us/offices_and_units/information_technology/help/).

When using the University's IT, you must adhere to the [Acceptable Use of IT Resources 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.

#### Assessment tasks

- Big Data & Project Management
- Quizzes
- Final Written Exam

### 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 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.

## **Assessment tasks**

- Project Management Assignment
- Big Data & Project Management
- Quizzes
- Final Written Exam

## **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.

## **Assessment tasks**

- Project Management Assignment
- Big Data & Project Management
- Quizzes
- Final Written Exam

## **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 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.

## Assessment tasks

- Project Management Assignment
- Big Data & Project Management
- Final Written Exam

## 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 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.

## 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 outcome

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

## Changes from Previous Offering

Student feedback has assisted in creating new case studies for improved learning in the tutorial period.

## 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 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 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 quizzes overall.
  - 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](http://www.ask.mq.edu.au)