MGSM906

Project Based Management

Term 3 North Ryde 2019

Department of Management

Contents

General Information

Unit convenor and teaching staff
Lecturer
Stephen Burke
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TBC

Credit points
4

Prerequisites
Admission to MBA or MMgmt or GradDipMgt or MSocEntre

Corequisites

Co-badged status

Unit description
This unit will equip you with understanding of the key processes, terminology and concepts relevant to the project based management approach. It will also explore the issues as more and more of the important work of organisations is carried out in projects, and project management competency becomes a core competency of successful organisations. There will be a focus on the integrative process of project management, and the key project management knowledge areas as described in the Global Project Management Framework adopted by the Project Management Institute (PMI), Australian Institute of Project Management (AIPM), and the International Project Management Association (IPMA). The knowledge and insights gained from this unit will position you well to succeed in future organisations.

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:

Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.

Assess and integrate the impact of diverse cultural and market mindsets into project based management approaches to business decisions.

Integrate ethical, social & environmental factors into project based management decisions.

Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.

Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

Assessment Tasks

Name	Weighting	Hurdle	Due
Class Participation	15%	No	Throughout the class sessions
Project Management Assignment	35%	No	25 August 2019
Final Examination	50%	No	Exam Period

Class Participation

Due: **Throughout the class sessions**
Weighting: **15%**

Preparation for and participation in class activities and discussions Students are expected to prepare for activities and case study discussions before classes. Because this unit will be taught in block format, the preparation required will be specified during the preceding classes. Students will be assessed continuously throughout the unit.

On successful completion you will be able to:
- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.
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- Integrate ethical, social & environmental factors into project based management decisions.
- Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.
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Project Management Assignment

Due: **25 August 2019**
Weighting: **35%**

Length: 1500-2000 words

Format: Word document format, 12pt. font, Arial

This will be a written assignment, based on the content of the first six sessions of the unit. It may include both quantitative and short essay questions.

SUBMISSION GUIDELINES:

- You are required to submit a soft copy of your assignment on to iLearn by the due date and time specified.
- Please note that you can see the plagiarism report and resubmit your assessment before the due date. Please note that after the first re-submission, you have to wait at least 24 hours for you to see the updated plagiarism report.
- An assignment submission portal will be established in iLearn and you will be notified when it is available.
- Late reflections will be penalised 10% per day and no extension will be granted.
- Marking criteria will be made available in class, unless lecturer instructed otherwise.

On successful completion you will be able to:

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.
- Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.

Final Examination

Due: **Exam Period**
Weighting: **50%**

Duration: 2 Hours plus 10 minutes reading time

The aim of the exam is to test the students grasp of the foundational concepts underpinning the practice of project management. The questions are based on the material covered in the course, including readings, case studies and quantitative techniques. The exam is OPEN book.

On successful completion you will be able to:

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.
- Assess and integrate the impact of diverse cultural and market mindsets into project based management approaches to business decisions.
- Integrate ethical, social & environmental factors into project based management

decisions.

- Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

Delivery and Resources

Required Text

Larson, E., & Gray, C. 2017, Project Management: The Managerial Process, McGraw Hill, ISBN: 9781259666094

For information on textbook prices and online ordering, please refer to the Co-Op Bookshop webpage at http://www.coop.com.au

Additional Readings

Martin, Paula and Tate, Karen., Project Management Memory Jogger (second edition), GOAL/ QPC, Methuen, Massachusetts, 2010 (ISBN 978-1-57681-122-1)

Useful references

- Cleland, David, Project Management: Strategic Design and Implementation, 5th ed, McGraw-Hill, New York, New York, 2007
- Gido, Jack and Clements, James P., Successful Project Management, South-Western College Publishing, Cincinnati, Ohio, 2008
- Goldratt, Eliyahu M., Critical Chain, North River Press, Great Barrington, Massachusetts, 1997
- Kendall, Gerald I and Rollins, Steven C., Advanced Project Portfolio Management and the PMO: Multiplying ROI at WARP Speed, J Ross Publishing, Boca Raton, Florida, 2003 (ISBN 1-932159-02-9)
- Kerzner, H 2013, *Project management: a systems approach to planning, scheduling, and controlling*, 11th edn, John Wiley & Sons, Hoboken, NJ.
- Kerzner, H 2009, *Project management Case Studies*, 3rd edn, John Wiley, Hoboken, NJ.
- Pennypacker, James S., Project Portfolio Management: Selecting and Prioritising Projects for Competitive Advantage, Center for Business Studies, (2003)
- Pinto, J.K. and Kharbanda, O.P. 1995. Lessons for an accidental profession. *Business Horizons.* March-April*.*
- Pinto, J.K. and kharbanda, O.P. 1996. How to fail in project management (without really trying). *Business Horizons*. July-August.
- Sense, Andrew, Cultivating Learning Within Projects, Palgrave Macmillan, 2007 (ISBN: 978 0 230 00691 1)
- Tate, Karen and Stackpole, Cynthia., Advanced Project Management Memory Jogger: A

Pocket Guide for Experienced project Professionals, GOAL/QPC, Methuen, Massachusetts, 2007 (ISBN 1-57681-086-0)

- Turner, J. Rodney, The Handbook of Project-based Management, McGraw-Hill, Maidenhead, Berkshire, 2008

The Project Management Institute (http://www.pmi.org/) has an extensive on-line project management bookstore where most books can be purchased.

External web sites for extra research

Good starting points for accessing resources on Project Based Management on the World Wide Web are:

- Project Management Institute (PMI): http:/www.pmi.org/
- Aust. Institute of Project Management: http://www.aipm.com.au/
- International project management Association: http://www.ipma.ch/asp/
- Prince2: https://www.prince2.com/aus/what-is-prince2

These web sites have extensive "other links" pages

Writing resources

If you lack confidence in writing in English, particularly academic writing and/or business reports, The Macquarie University Library provides three excellent web sites covering writing skills, researching online: and a guide to citations and referencing

- http://writinggateway.mq.edu.au/
- http://infoskills.mq.edu.au/
- http://www.lib.mq.edu.au/resources/subject/readyref/cites.html

MGSM iLearn

The web page for this unit can be found at: https://ilearn.mq.edu.au/login/MGSM

Unit Schedule

Block class – 9am – 5pm (Block Dates: 27-28 July; 9 - 11 August 2019)

The unit will be presented over 10 sessions as follows:

Additional resources will be available in iLearn

Session / Day	Program Schedule	Readings	Cases, Exercises & Videos
1/1	Introduction to project management, different types of projects. Introduction to critical path concepts	Ch 1	Case - Hector Gaming Company - Larson Ch 1 (7E)

2/1	Project Planning: Work Breakdown Structure and Critical Path Methods	Ch 4, 6	Case - Manchester United Soccer Club (p126)
3/2	Developing a Project Plan	Ch 6	HMS Pinafore Case Read the case and prepare your analysis for the case discussion.
4/2	Resource scheduling Risk management	Ch 7, 8	Class exercises Alaska Fly Fishing Expedition (Larson 7E p233)
5/3	Documentation and control Earned value analysis Organisation and project team structure	Ch 13 Ch 3	Class Team Exercise - Larson 7E Ch 13.1 - Scanner Project pp504 Case - Moss and McAdams Accounting Firm Larson 7E Ch 3.1
6/3	Managing project teams	Ch 10, 11	Team Exercise (handout) - Larson 7E - Tom Bray Case p 371
7/4	Organisational strategy and project selection Project initiation	Ch 2 Pinto (1995)	Project Team Exercise - Larson 7E - Case Film Prioritization (p58) Case Discussion - Project Initiation Issues - Eurotunnel
8/4	Project audit and evaluation	Ch 14 Pinto (1996)	Class Case Discussion Exercise - Maximum Megahertz Larson Ch 14 (p542)
9/5	Project success and failure		BAE Systems & Singapore Tradenet cases
10/5	Project success and failure (ctd)		

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). 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). 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).

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 or if you are a Global MBA student contact globalmba.support@mq.edu.au

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

If you are a Global MBA student contact 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/.

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 outcome

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.

Assessment task

- Class Participation

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

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.
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Assessment tasks

- Project Management Assignment
- Final Examination

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

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Assessment tasks

- Class Participation
- Final Examination

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 outcome

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.

Assessment tasks

- Project Management Assignment
- Final Examination

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

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.
- Assess and integrate the impact of diverse cultural and market mindsets into project based management approaches to business decisions.

Assessment task

- Class Participation

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 Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.

Assessment task

- Class Participation

Alignment with MGSM's mission-driven attributes

Leadership: Develop skills required of leaders with respect to the appropriate use of Project based management approaches in order to make well-informed and financially robust operational, tactical and strategic decisions and implement them.

Global mindset: Assessment of the implications of project based management decisions from a

whole of entity perspective, across of a wide spectrum of stakeholders and cultures

Citizenship: Enhance your project based decision making through taking into account the interests of all stakeholders

Creating sustainable value: Adopt a forward-looking perspective on the impact of project based management decisions on the competitive position and performance of the entity

Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at https://students.mgsm.edu.au/handbook.

Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.