MGSM906

Project Based Management

Term 2 North Ryde 2019

Department of Management

Contents

Disclaimer

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General Information

Unit convenor and teaching staff
Lecturer
Patricia Davies
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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	20%	No	Throughout the class sessions
In-Class Tests	30%	No	Days 2 and 4
Group Project Analysis	20%	No	10th - 12th May
Project Management Assignment	30%	No	25th - 26th May

Class Participation

Due: **Throughout the class sessions**
Weighting: **20%**

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

Students will be assessed continuously throughout the unit based on the following criteria:

- Acquire text in advance and read at a minimum **Chapters 1 – 9** before start of course
- Work effectively in groups to solve cases and industry questions in class
- Actively participate in class discussions and contribute to them using relevant sources, experience and/or extensive knowledge on the topic
- Attend the class on-time and be actively present throughout each session to the end

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.

- 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.

In-Class Tests

Due: **Days 2 and 4**
Weighting: **30%**

(15% for each test)

In-Class Multiple choice tests (Day 2 & Day 4 pm) for each Chapter 1 – 16 of required text.

Multiple choice tests and small class assignments will occur on specified afternoons for both individual and group assessment criteria.

On successful completion you will be able to:

- 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.

Group Project Analysis

Due: **10th - 12th May**
Weighting: **20%**

The Group Project Analysis section will be conducted in class post the relevant chapter learning's as a team exercise on site and in class over each afternoon to Day 1 to 3 of the course

The assignment (as set in sections) for the Group Analysis marking assessment will be presented by the student teams on either white boards or butcher paper (around the room) with use of colour marking pens and use of post-it and other materials

Each student is to contribute so that as a team you can get a hands on usage of the new skills learned in Project Management from Chapters 1 – 9 and Agile Project Management styles in execution similar to a real life simulation.

A mark will be provided to each team on this segment as a group effort accounting for 50% of the total mark. All team members will need to provide a mark on each of their team members and advise formally their contribution to the project as part of the marking process. This will reflect the individual marks for this segment of the course covering the further 50% of the mark.

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.

Project Management Assignment

Due: **25th - 26th May**
Weighting: **30%**

Due: In class presentations in three sections on the course days of 25 – 26/5/19 (post remote working as a team on this assignment for the period 13/5/19 to 24/5/19)

Weighting: 30%

Length: Power Point Presentation – **3 sections of 6 slides** (18 to 20 in total) as end deliverable with narrative and graphs etc.,

Format: Executive presentation style summary for a proposed Steering Committee meeting.

The class will form small team groups of 5 students to present a formal assignment on PowerPoint slides and laptop overheads. This must also be submitted to iLearn in advance to the presentation. Each team will get 30 – 45 minutes minutes to present their completed assignment to the class and lecturer.

This will be a Project Management Case study based on a simulated real life scenario of a retail or construction project or other business services project. Coverage will be:

Section 1) Create Project Mandate brief, Create project organisation chart, Create RACI section

Section 2) Create or formulate high level requirements and apply MOSCOW Agile theory

Section 3) Create a project plan and Gantt chart, Create a high level Road Map; Create a resource and materials plan and budget and create quality assurance verification parameters.

The Project Management assignment is to be worked on remotely together the week in-between blocks **(13/5/19 to 24/5/19)**.

The assignment will have **3 distinct parts** prepared in advance for **days 4** and **day 5** where you will refine and present to all the class and lecturer.

- **Section 1** will be presented on **Day 4** after the morning's learning session. **2:00 - 5:00pm, 25th May**

- **Sections 2 and 3** will be presented on **Day 5: 9:00am - 4:00pm, 26th May**

A mark will be provided to each team on this segment as a group effort accounting for 50% of the total mark. All team members will need to provide a mark on each of their team members and advise formally their contribution to the project as part of the marking process. This will reflect the individual marks for this segment of the course covering the further 50% of the mark.

SUBMISSION GUIDELINES:

- Submit a soft copy to iLearn in 3 sections
    ◦ Section 1 must be submitted on the 25/5/19 by midday (pre 1pm) pre presentation with team held in class
    ◦ The remaining 2 sections are to submitted on the or before the 26/5/19 morning (9am) pre presentation event held with the team in class.
- Please note that you can see the plagiarism report and resubmit your assessment before the due date.
- 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.

Delivery and Resources

Required Text

Larson, E., & Gray, C. 2017, Project Management: The Managerial Process, McGraw Hill, ISBN: 9781259666094 (old version) or ISBN: 9781760421458 (reprint 2017 Australian version)

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

Materials

In addition to the text, please bring a laptop or tablet along with earphones for use in class.

Additional Readings

1. Martin, Paula and Tate, Karen., Project Management Memory Jogger (second edition), GOAL/QPC, Methuen, Massachusetts, 2010 (ISBN 978-1-57681-122-1) Cleland, David, Project Management: Strategic Design and Implementation, 5th ed, McGraw-Hill, New

York, New York, 2007

2. Gido, Jack and Clements, James P., Successful Project Management, South-Western College Publishing, Cincinnati, Ohio, 2008

3. Goldratt, Eliyahu M., Critical Chain, North River Press, Great Barrington, Massachusetts, 1997

4. 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)

5. Kerzner, H 2013, *Project management: a systems approach to planning, scheduling, and controlling*, 11th edn, John Wiley & Sons, Hoboken, NJ.

6. Kerzner, H 2009, *Project management Case Studies*, 3rd edn, John Wiley, Hoboken, NJ.

7. Pennypacker, James S., Project Portfolio Management: Selecting and Prioritising Projects for Competitive Advantage, Center for Business Studies, (2003)

8. Pinto, J.K. and Kharbanda, O.P. 1995. Lessons for an accidental profession. *Business Horizons.* March-April*.*

9. Pinto, J.K. and kharbanda, O.P. 1996. How to fail in project management (without really trying). *Business Horizons*. July-August.

10. Sense, Andrew, Cultivating Learning Within Projects, Palgrave Macmillan, 2007 (ISBN: 978 0 230 00691 1)

11. 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)

12. 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 classes – 5 days from 9 am to 5pm on the 10th,11th,12th and 25th and 26th May 2019

The unit will be presented over 5 days with a morning session and a afternoon session with 3 breaks 30 minutes morning break ; 1 hr lunch break ; 30 minutes afternoon tea break.

Day	Topics Covered	Textbook Chapters
1	• Welcome and brief • Class lecturing topics: ◦ Chapters 1 to 5 • Breaks: Morning 30 minutes ; Lunch 1 hour ; Afternoon 30 minutes • **Group Project Analysis – Part of 20% weighting** : (1:30pm – 4:45pm) Class to form small team groups of 5 students to create a white board presentation to then be presented to class and lecturer on a small assignment derived on above learning's. An individual and team mark/assessment will be derived as part of the in class assignments based on attendance, contribution and effectiveness to the remit.	Chapters 1 - 5
2	• Welcome and brief • Class lecturing topics: ◦ Chapters 6 to 9 • Breaks: Morning 30 minutes ; Lunch 1 hour ; Afternoon 30 minutes • **Multiple Choice Test 1 (Chapters 1 to 9 coverage) 15% of weighting. 30 questions** • **Group Project Analysis – Part of 20% weighting** : (2:45pm – 5:00pm) Class to form small team groups of 5 students to create a white board presentation to then be presented to class and lecturer on a small assignment derived on above learning's. An individual and team mark/assessment will be derived as part of the in class assignments based on attendance, contribution and effectiveness to the remit.	Chapters 6 - 9

Day	Topics Covered	Textbook Chapters
3	• Welcome and brief • Class lecturing topics: ◦ Chapters 10 to 15 • Breaks: Morning 30 minutes ; Lunch 1 hour ; Afternoon 30 minutes • **Group Project Analysis – Part of 20% weighting** : (1:15pm – 4:45pm) Class to form small team groups of 5 students to create a white board presentation to then be presented to class and lecturer on a small assignment derived on above learning's. An individual and team mark/assessment will be derived as part of the in class assignments based on attendance, contribution and effectiveness to the remit.	Chapters 10 - 15

4	• Welcome and brief
	• Class lecturing topics :
	   ◦ Chapters 16 to 18 plus other materials (note - chapter 17 to 18 will be covered fully in class as the textbook versions vary one from another)
	   ◦ **Multiple Choice Test 2 (Chapters 8 to 16 coverage) 15% of weighting. 31 questions**
	• Breaks Morning 30 minutes ; Lunch 1 hour ; Afternoon 30 minutes
	• **Start – Section 1 of 3 parts Project Management Assignment** : (2:45pm – 5:00pm) Class to form small team groups of 5 students to present a formal assignment on Power Point slides and laptop overhead to be presented in class to student colleagues and lecturer based on Section 1 of the main Project Management assignment as distributed in class **on day 3 of course - 12/5/19**. An individual and team mark/assessment will be derived as part of the in class assignments based on attendance, contribution and effectiveness to the remit.
	   ◦ **Section 1)** Create Project Mandate brief, Create project organisation chart, Create RACI section
		Chapters 16 - 18 plus other materials

5	• Welcome and brief
	• (9:00am - 10:30am) Summary Lectures
	• Breaks Morning 30 minutes ; Lunch 1 hour ; Afternoon 30 minutes
	• **Complete – Remaining Sections 2 and 3 of Project Management Assignment** : (10:30am – 5:00pm) Class to form small team groups of 5 staff to present an formal assignment on Power Point slides and laptop overhead to be presented in class to student colleagues and lecturer based the main Project Management assignment as distributed in class **on day 3 of course - 12/5/19**. An individual and team mark/assessment will be derived as part of the in class assignments based on attendance, contribution and effectiveness to the remit.
	   ◦ **Section 2)** Create or formulate high level requirements and apply MOSCOW Agile theory
	   ◦ **Section 3)** Create a project plan and Gantt chart, Create a high level Road Map; Create a resource and materials plan and budget and create quality assurance verification parameters.
	• Lecturer feedback and closure of MGSM906 module on Project Management	

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 tasks

- Class Participation
- Group Project Analysis
- Project Management Assignment

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

- Class Participation
- In-Class Tests
- Group Project Analysis
- Project Management Assignment

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 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

- Class Participation
- In-Class Tests
- Group Project Analysis
- Project Management Assignment

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

- Class Participation
- Group Project Analysis
- Project Management Assignment

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 tasks

- Class Participation
- In-Class Tests
- Group Project Analysis

- Project Management Assignment

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 tasks

- Class Participation
- Group Project Analysis
- Project Management Assignment

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.

Changes since First Published

Date	Description
09/ 05/ 2019	Updated session for test 1, now day 2. Chapters 1 to 16 covered in tests. Latest text ISBN added. All materials will be covered in class
26/ 04/ 2019	Unit Schedule Updated 26/04
14/ 03/ 2019	Updated class schedule Assessment changes: - pass level required from in-class tests removed - group sizes adjusted to 5 - alignment with individual contribution in group tasks policy (50% weighting for each group mark and individual mark)