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General Information

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Post class in the weeks teaching

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Post class in the weeks teaching

Credit points
10

Prerequisites
ITEC602 or COMP6770

Corequisites

Co-badged status

Unit description
This unit builds upon the foundations laid by introductory units 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://students.mq.edu.au/important-dates

Learning Outcomes

ULO1: Analyse and Develop an effective business case for IT and business related projects.
ULO2: Evaluate and explain the strategic thinking used in the development of an IT portfolio of projects.
ULO3: Apply Portfolio Management concepts in the context of IT strategic management
ULO4: Apply IT leadership focusing on integrating strategy, IT governance, realization of business value and metrics.

General Assessment Information
Late Submission(s): “Late assessment must also be submitted through Turnitin. No extensions will be granted. There will be a deduction of 10% of the total available marks made from the total awarded mark for each 24 hour period or part thereof that the submission is late (for example, 25 hours late in submission incurs a 20% penalty). Late submissions will not be accepted after solutions have been discussed and/or made available. This penalty does not apply for cases in which an application for Special Consideration is made and approved. Note: applications for Special Consideration Policy must be made within 5 (five) business days of the due date and time.”

Assessment Tasks

<table>
<thead>
<tr>
<th>Name</th>
<th>Weighting</th>
<th>Hurdle</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quiz 1</td>
<td>6%</td>
<td>No</td>
<td>Week 5</td>
</tr>
<tr>
<td>Assignment 1</td>
<td>20%</td>
<td>No</td>
<td>Week 7</td>
</tr>
<tr>
<td>Quiz 2</td>
<td>6%</td>
<td>No</td>
<td>Week 9</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>22%</td>
<td>No</td>
<td>Week 11</td>
</tr>
<tr>
<td>Quiz 3</td>
<td>6%</td>
<td>No</td>
<td>Week 12</td>
</tr>
<tr>
<td>Final examination</td>
<td>40%</td>
<td>No</td>
<td>Examination Period</td>
</tr>
</tbody>
</table>

Quiz 1
Assessment Type: Quiz/Test
Indicative Time on Task: 10 hours
Due: Week 5
Weighting: 6%

Quiz on the lecture material in the first part of the unit.

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
• Apply IT leadership focusing on integrating strategy, IT governance, realization of business value and metrics.

Assignment 1
Assessment Type 1: Report
Indicative Time on Task 2: 20 hours
Due: Week 7
Weighting: 20%

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)

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 strategy, IT governance, realization of business value and metrics.

Quiz 2
Assessment Type 1: Quiz/Test
Indicative Time on Task 2: 10 hours
Due: Week 9
Weighting: 6%

Quiz on the lecture material in the mid part of the unit.

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
• Apply IT leadership focusing on integrating strategy, IT governance, realization of business value and metrics.

Assignment 2
Assessment Type 1: Case study/analysis
Indicative Time on Task 2: 20 hours
Due: Week 11
Weighting: 22%

Companies see value in data we may have not considered 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.

On successful completion you will be able to:
- Apply Portfolio Management concepts in the context of IT strategic management
- Apply IT leadership focusing on integrating strategy, IT governance, realization of business value and metrics.

Quiz 3

Assessment Type 1: Quiz/Test
Indicative Time on Task 2: 10 hours
Due: Week 12
Weighting: 6%

Quiz on the lecture material in the final part of the unit.

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
- Apply IT leadership focusing on integrating strategy, IT governance, realization of business value and metrics.

Final examination

Assessment Type 1: Examination
Indicative Time on Task 2: 30 hours
Due: Examination Period
Weighting: 40%

A three hour examination covering all the material over the semester.

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
- Apply IT leadership focusing on integrating strategy, IT governance, realization of
business value and metrics.

1 If you need guidance or support to understand or complete this type of assessment, please contact the Learning Skills Team

2 Indicative time-on-task is an estimate of the time required for completion of the assessment task and is subject to individual variation

**Delivery and Resources**

**Classes**

Each week you should attend a two-hour seminar/lecture. In addition to this we have non-compulsory practical lab booked for you to use for research for individual and group assessments. (NB. In some weeks we will run discussions on case studies where required). 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 wont 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 COMP8790 used this semester is:

- **Project Management: Achieving Competitive Advantage, Global Edition (5e) Hard Copy**

**Unit material**

Material for the unit can be found on ilearn.

**News Forum**

Your lecturers will post regular reminders in regard 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.

https://unitguides.mq.edu.au/unit_offerings/122894/unit_guide/print
## Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Topic and lecture description</th>
<th>Readings</th>
<th>In class Exercises</th>
<th>Assessment Due</th>
<th>Teaching</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Introduction: <em>Why Strategic Project Management?</em></td>
<td>Chapter 1</td>
<td>“Throwing Good Money after Bad”: The BBC’s Digital Media Initiative</td>
<td></td>
<td>MM</td>
</tr>
<tr>
<td>2</td>
<td><em>The Organizational Context: Strategy, Structure, and Culture</em></td>
<td>Chapter 2</td>
<td>Tesla’s $5 Billion Gamble</td>
<td></td>
<td>MM</td>
</tr>
<tr>
<td>3</td>
<td><em>Project Selection and Portfolio Management</em></td>
<td>Chapter 3</td>
<td>Project Selection Procedures: A Cross-Industry Sampler</td>
<td></td>
<td>MM</td>
</tr>
<tr>
<td>4</td>
<td><em>Leadership and the Project Manager</em></td>
<td>Chapter 4</td>
<td>Leading by Example for the London Olympics – Sir John Armitt</td>
<td></td>
<td>MM</td>
</tr>
<tr>
<td>5</td>
<td><em>Project Team Building, Conflict, and Negotiation</em></td>
<td>Chapter 6</td>
<td>Engineers Without Borders: Project Teams Impacting Lives</td>
<td>In class Quiz 1</td>
<td>JL</td>
</tr>
<tr>
<td>6</td>
<td><em>Risk Management</em></td>
<td>Chapter 7</td>
<td>Collapse of Shanghai Apartment Building</td>
<td></td>
<td>SS</td>
</tr>
<tr>
<td>7</td>
<td><em>Big Data and Project Management</em></td>
<td>Links provided in ilearn</td>
<td>Brain Storming session - Help for Assignment 2</td>
<td>Assignment 1</td>
<td>JL</td>
</tr>
<tr>
<td></td>
<td>Semester Break</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td><em>Managing Projects that are not understood (The semantic Web and Data)</em></td>
<td>Links provided in ilearn</td>
<td>Tableau walkthrough</td>
<td></td>
<td>JL</td>
</tr>
<tr>
<td>9</td>
<td><em>Big Data and Project Management</em></td>
<td>Links provided in ilearn</td>
<td>Tableau walkthrough</td>
<td>In class Quiz 2</td>
<td>JL</td>
</tr>
<tr>
<td>10</td>
<td><em>Resource Management</em></td>
<td>Chapter 12</td>
<td>Hong Kong Connects to the World’s Longest Natural Gas Pipeline</td>
<td></td>
<td>SS</td>
</tr>
<tr>
<td>11</td>
<td><em>Project Evaluation and Control</em></td>
<td>Chapter 13</td>
<td>Boeing’s 787 Dreamliner: Failure to Launch (with update)</td>
<td>Assignment 2</td>
<td>SS</td>
</tr>
<tr>
<td>12</td>
<td><em>Project Closeout and Termination</em></td>
<td>Chapter 14</td>
<td>Aftermath of a “Feeding Frenzy” - Dubai and Cancelled Construction Projects</td>
<td>In class Quiz 3</td>
<td>SS</td>
</tr>
<tr>
<td>13</td>
<td><em>Final Exam Revision</em></td>
<td></td>
<td></td>
<td></td>
<td>SS</td>
</tr>
</tbody>
</table>
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.)*

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.
Student Enquiry Service
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

Equity 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.

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.

Changes from Previous Offering
- New textbook
- Additional staff resource
- Updated Assessments