



# COMP8755

## Project and Risk Management

Session 2, Special circumstance 2020

*Department of Computing*

### Contents

<a href="#">General Information</a>	2
<a href="#">Learning Outcomes</a>	2
<a href="#">General Assessment Information</a>	3
<a href="#">Assessment Tasks</a>	4
<a href="#">Delivery and Resources</a>	7
<a href="#">Unit Schedule</a>	7
<a href="#">Policies and Procedures</a>	8
<a href="#">Changes from Previous Offering</a>	10
<a href="#">Standards</a>	10

#### Disclaimer

Macquarie University has taken all reasonable measures to ensure the information in this publication is accurate and up-to-date. However, the information may change or become out-dated as a result of change in University policies, procedures or rules. The University reserves the right to make changes to any information in this publication without notice. Users of this publication are advised to check the website version of this publication [or the relevant faculty or department] before acting on any information in this publication.

#### Notice

As part of [Phase 3 of our return to campus plan](#), most units will now run tutorials, seminars and other small group learning activities on campus for the second half-year, while keeping an online version available for those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face and online activities for your unit, please go to [timetable viewer](#). To check detailed information on unit assessments visit your unit's iLearn space or consult your unit convenor.

## General Information

Unit convenor and teaching staff

Convenor, Lecturer

Matthew Mansour

[matthew.mansour@mq.edu.au](mailto:matthew.mansour@mq.edu.au)

Post Lecture

Lecturer

Jason Lee

[jason.lee@mq.edu.au](mailto:jason.lee@mq.edu.au)

Post Lecture

Credit points

10

Prerequisites

Admission to MBiotech or MBiotechMCom or MBioBus or MLabQAMgt or GradDipLabQAMgt or GradCertLabQAMgt or GradDipBioTech

Corequisites

Co-badged status

Unit description

This unit consists of a number of essential project and risk management themes, agile development methodologies and team management. Topics include project definition, roles and responsibilities, resource management, time and cost estimation, project planning, project control and reporting, measuring project success and post-implementation review. Microsoft Project is used to assist with resource allocation, costing and scheduling. The International Standard, ISO 31000, gives us excellent guidance on risk management. Agile methodologies are particularly relevant given the complexity and rapid change that characterise science projects. Finally, the unit considers understanding organisational culture, politics and how to manage local and global teams.

## 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:

**ULO1:** Apply an understanding of the contextual issues of a project to the identification and management of expectations of the main project stakeholders.

**ULO2:** Develop, maintain, manage and report against a project plan which defines the critical path and resource requirements, with tool support, such as MS Project 2016.

**ULO3:** Critically evaluate the concepts of agile methodologies such as the Rational Unified Process, DSDM and incorporate appropriate components into the planning for complex projects.

**ULO4:** Analyse Project risks and formulate a risk management plan compliant with the international standard, ISO31000.

**ULO5:** Critically evaluate the role of the Project manager and how to handle organization politics, individual and team management.

## General Assessment Information

### Submission methods for assessment tasks:

All soft copy assignment submissions and return of marks and comments will be done through the COMP8750 page on iLearn.

### Late submission:

Late submission of individual work will incur a 10% penalty for every 24 hours, or part thereof, it is late. So within 24 hours, the maximum mark that can be obtained is 90% of the full grade for that assessment task; between 24 and 48 hours, the maximum mark that can be obtained is 80% of the full grade; and so on. No extra documentation is required unless the student does wish to have an extension (see below) applied.

Late submissions of group based assignments are not permitted unless under exceptional circumstances with documentary evidence provided to the unit convenor which may include medical certificates as per the Department of Computing policy. One person being sick does not mean the group cannot submit work. Students are recommended to have a backup plan for group based submissions.

### Extensions and Special Consideration:

Extensions without a grade penalty may be provided to individuals who contact student services BEFORE the due date and can provide documentary evidence of illness or other misadventure and succeed in gaining a certified disruption. (Health issues will require a university issued Professional Authority Form.). If approved, a new submission timeline and submission method will be discussed on a case by case basis.

Students are strongly advised to contact the unit convenor as early as possible if there are any issues that will not make an on-time submission possible.

If you apply for Special Consideration for your **final examination**, you must make yourself available for the **period of December 2020**. If you are not available at that time, there is no guarantee an additional examination time will be offered. Specific examination dates and times

will be determined at a later date.

## Final Exam :

The final exam will focus on content covered in the classes throughout the semester including all lectures, references and workshops.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#"><u>Assignment 1</u></a>	15%	No	Week 6
<a href="#"><u>Assignment 2</u></a>	15%	No	Week 8
<a href="#"><u>Assignment 3</u></a>	20%	No	Week 11
<a href="#"><u>Take Home Exam</u></a>	50%	No	TBA

### Assignment 1

Assessment Type <sup>1</sup>: Practice-based task

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **Week 6**

Weighting: **15%**

This assessment will be for you to engage in using MS Project or similar software to complete a list of questions associated with setting tasks, resource allocation, costs associated with the project case study provided. (Please refer to ilearn for full details and marking guideline)

On successful completion you will be able to:

- Develop, maintain, manage and report against a project plan which defines the critical path and resource requirements, with tool support, such as MS Project 2016.

### Assignment 2

Assessment Type <sup>1</sup>: Qualitative analysis task

Indicative Time on Task <sup>2</sup>: 20 hours

Due: **Week 8**

Weighting: **15%**

We consider the recent failed Victoria Police LINK project. We study the KPMG Link Review from 2011 and subsequent media reports, and analyse the project failings and make recommendations that apply elements of the course to put the project back on track.

On successful completion you will be able to:

- Apply an understanding of the contextual issues of a project to the identification and management of expectations of the main project stakeholders.
- Critically evaluate the concepts of agile methodologies such as the Rational Unified Process, DSDM and incorporate appropriate components into the planning for complex projects.
- Analyse Project risks and formulate a risk management plan compliant with the international standard, ISO31000.
- Critically evaluate the role of the Project manager and how to handle organization politics, individual and team management.

## Assignment 3

Assessment Type <sup>1</sup>: Project

Indicative Time on Task <sup>2</sup>: 30 hours

Due: **Week 11**

Weighting: **20%**

Students will be formed into groups. Students will need to discuss with the group what industry they would like to focus on. Your team are consultants recommending your project and risk strategy to secure a go-ahead from the client organisation. Your focus is on the project process/ methodology and risk management plan to suit your project and client organisation. Groups will present to their 'clients' in Week 12.

Each group member will be allocated a component of the group work to complete and will present his/her component and be marked on their individual presentation.

On successful completion you will be able to:

- Apply an understanding of the contextual issues of a project to the identification and management of expectations of the main project stakeholders.
- Develop, maintain, manage and report against a project plan which defines the critical path and resource requirements, with tool support, such as MS Project 2016.
- Critically evaluate the concepts of agile methodologies such as the Rational Unified

Process, DSDM and incorporate appropriate components into the planning for complex projects.

- Analyse Project risks and formulate a risk management plan compliant with the international standard, ISO31000.
- Critically evaluate the role of the Project manager and how to handle organization politics, individual and team management.

## Take Home Exam

Assessment Type <sup>1</sup>: Examination

Indicative Time on Task <sup>2</sup>: 10 hours

Due: **TBA**

Weighting: **50%**

Written online Examination.

On successful completion you will be able to:

- Apply an understanding of the contextual issues of a project to the identification and management of expectations of the main project stakeholders.
- Develop, maintain, manage and report against a project plan which defines the critical path and resource requirements, with tool support, such as MS Project 2016.
- Critically evaluate the concepts of agile methodologies such as the Rational Unified Process, DSDM and incorporate appropriate components into the planning for complex projects.
- Analyse Project risks and formulate a risk management plan compliant with the international standard, ISO31000.
- Critically evaluate the role of the Project manager and how to handle organization politics, individual and team management.

---

<sup>1</sup> If you need help with your assignment, please contact:

- the academic teaching staff in your unit for guidance in understanding or completing this type of assessment
- the [Writing Centre](#) for academic skills support.

<sup>2</sup> 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 online via Zoom. In addition to this we have tutorial time for you and your colleagues to use breakout rooms discuss assessments and ideas post the seminar/lecture. This can be done online via Zoom or in the designated tutorial class.

### Required and Recommended Texts:

Students are expected to purchase and read the following etextbook:

Project Management 10th Australia & New Zealand Edition **ISBN: 9781119572428** [E copy link is here](#)

**The following text book is suggested as recommended reading. Copies are available from the references and general sections of the library.**

*Rob Thomsett, Radical Project Management, Prentice Hall, 2002*

The class Web site will have copies of lecture handouts and additional recommended reading material: <https://ilearn.mq.edu.au/> You will need to use the user name and password issued to you by the University Administration when you enrolled for the unit.

### Technology to be used and required:

We are using MS Project 2016 and above or Project Libre. Your lecturer will talk more about gaining access to them in the lecture.

Other technology required is MS Word and MS PowerPoint.

### Website and access to unit material:

The web page and content for this unit can be found at iLearn: <https://ilearn.mq.edu.au/login/MQ/>. Note that the unit content is not publicly available and requires for you to log in to access.

## Unit Schedule

Week	Topic	Reading
1	General Overview (MM)	Unit Outline Chapter 1
2	Strategic management and project selection (JL)	Chapter 2

3	The Project Manager (JL)	Chapter 3
4	Managing Conflict, the art of Negotiation (JL)	Chapter 4
5	The project in the organisational structure (JL)	Chapter 5
6	Activity planning: Traditional and agile (JL)	Chapter 6
7	Budgeting and risk management (JL)	Chapter 7
8	Scheduling (MM)	Chapter 8
9	Resource Allocation (MM)	Chapter 9
10	Project Control (MM)	Chapter 11
11	Project Auditing (MM)	Chapter 12
12	<b>Assignment Three Due</b> Group Presentations (MM)	N/A
13	Final Exam Revision (MM)	N/A

## 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.*)

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](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://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](http://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to help you improve your marks and take control of your study.

- [Getting help with your assignment](#)
- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module](#)

The Library provides online and face to face support to help you find and use relevant information resources.

- [Subject and Research Guides](#)
- [Ask a Librarian](#)

## 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/](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 for the unit

Unit is now a Hybrid mode allowing students the option to be in class for the tutorial component or connect via zoom.

## Standards

Four standards, namely HD, D, CR, P summarize as many different levels of achievement. Each standard is precisely defined to help students know what kind of performance is expected to deserve a certain mark. The standards corresponding to the [learning outcomes of this unit](#) are given below:

HD	Apply techniques and knowledge in new contexts, show breadth and depth of understanding of quality evaluation, estimation measurement, project risk planning and measurement. Can use MS Project to solve problems with high accuracy.	A sound grounding in how projects can be managed in regards to quality assurance and risk assessment. Show breadth and depth of understandings on issues in the management of IT systems, including: change management, configuration management and planning and People management, Able to apply these techniques and knowledge in new contexts.	Demonstrate leadership, creativity, critical thinking and analysis skills. Enthusiatic in acquiring new knowledge in the IS project management area. Demonstrate capability in applying new IS project management knowledge to solve real-world problems. Conduct team work effectively and play a key role in moving the whole project team forward.
D	Apply techniques and knowledge in some new contexts, show breadth and depth of understanding across most of the topics including: quality evaluation, estimation measurement, project risk planning and measurement. Can use MS Project to solve problems, with limited errors.	A sound grounding in most topics related to how projects can be managed in regards to quality assurance and risk assessment. Show breadth and depth of understandings on most issues in the management of IT systems, including: change management, configuration management and planning and People management, Able to apply these techniques and knowledge in some new contexts.	Demonstrate some leadership occasionally. Show creativity, critical thinking and analysis skills. Have the capability in applying IS project management knowledge to solve real-world problems. Collaborate with team members well and finish assigned tasks on time and with good quality.
CR	Show breadth of understanding across most of the topics including: quality evaluation, estimation measurement, project risk planning and measurement. Have fundamental knowledge about how to use MS Project, but with some non-major errors.	Understands some aspects of how projects can be managed in regards to quality assurance and risk assessment. Show breadth of understandings on most issues in the management of IT systems, including: change management, configuration management and planning and People management.	Demonstrate analysis skills in some occasions. Know how to apply IS project management knowledge to solve some of the real-world problems. Able to finish assigned tasks on time and with good quality most of the time.

P	Can reproduce definitions and ideas, show some breadth of understanding of the topics including: quality evaluation, estimation measurement, project risk planning and measurement. Some knowledge about MS Project with a few major misunderstandings or mistakes.	Can reproduce some definitions and ideas, show some breadth on issues in the management of IT systems, including: change management, configuration management and planning and people management.	Demonstrate limited analysis skills. Can apply IS project management knowledge to solve limited real-world problems. Able to finish all assigned tasks on time and with acceptable quality.
---	---	---	---

## Grading

At the end of the semester, you will receive a grade that reflects your achievement in the unit

- **Fail (F)**: does not provide evidence of attainment of all learning outcomes. There is missing or partial or superficial or faulty understanding and application of the fundamental concepts in the field of study; and incomplete, confusing or lacking communication of ideas in ways that give little attention to the conventions of the discipline.
- **Pass (P)**: provides sufficient evidence of the achievement of learning outcomes. There is demonstration of understanding and application of fundamental concepts of the field of study; and communication of information and ideas adequately in terms of the conventions of the discipline. The learning attainment is considered satisfactory or adequate or competent or capable in relation to the specified outcomes.
- **Credit (Cr)**: provides evidence of learning that goes beyond replication of content knowledge or skills relevant to the learning outcomes. There is demonstration of substantial understanding of fundamental concepts in the field of study and the ability to apply these concepts in a variety of contexts; plus communication of ideas fluently and clearly in terms of the conventions of the discipline.
- **Distinction (D)**: provides evidence of integration and evaluation of critical ideas, principles and theories, distinctive insight and ability in applying relevant skills and concepts in relation to learning outcomes. There is demonstration of frequent originality in defining and analysing issues or problems and providing solutions; and the use of means of communication appropriate to the discipline and the audience.
- **High Distinction (HD)**: provides consistent evidence of deep and critical understanding in relation to the learning outcomes. There is substantial originality and insight in identifying, generating and communicating competing arguments, perspectives or problem solving approaches; critical evaluation of problems, their solutions and their implications; creativity in application.

In this unit, your final mark is calculated by combining the marks for all assessment task according to the percentage weightings shown in the assessment summary which total up to

100,

In particular, **in order to pass the unit**, you must obtain:

- a mark of 50 or above out of 100 for the total of all assessments

Students can obtain a higher grade than a Pass (P) by meeting the above requirements and

- obtain a mark of 65 - 74 out of 100 to receive a Credit (Cr)
- obtain a mark of 75 - 84 out of 100 to receive a Distinction (D)
- obtain a mark of 85 -100 out of 100 to receive a High Distinction (HD)

INFO843 is a unit where continued levels of engagement throughout the semester are hugely beneficial. This is reflected in the assessment tasks as 50% of the unit assessment happens prior to the final exam. Students are encouraged to manage their workload, engage in discussion in classes, and be active participants in their own learning and exploration of the concepts of the unit.