COMP8790

Strategic Project Management

Session 1, Special circumstances 2021

School of Computing

Contents

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Notice

As part of Phase 3 of our return to campus plan, most units will now run tutorials, seminars and other small group activities on campus, and most will keep an online version available to those students unable to return or those who choose to continue their studies online.

To check the availability of face-to-face 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
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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://www.mq.edu.au/study/calendar-of-dates

Learning Outcomes

On successful completion of this unit, you will be able to:

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

Name	Weighting	Hurdle	Due
In Class Participation	8%	No	Weeks 4-11
Assignment 1	20%	No	Week 6
Assignment 2	22%	No	Week 11
Final examination	50%	No	TBA

In Class Participation

Assessment Type [1]: Participatory task
Indicative Time on Task [2]: 16 hours
Due: **Weeks 4-11**
Weighting: **8%**

Based on your 8 weeks involvement with the tutorial - Weeks 4 - 11

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]: 24 hours
Due: **Week 6**
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.

Assignment 2

Assessment Type [1]: Case study/analysis
Indicative Time on Task [2]: 30 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.

Final examination

Assessment Type [1]: Examination
Indicative Time on Task [2]: 30 hours
Due: **TBA**
Weighting: **50%**

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 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.

[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 (Live via Zoom). In addition to this we have a tutorial which will run regularly after the lecture. (NB. In some weeks we will run discussions on case studies where required). For details of days, times consult the timetables webpage.

Technology to be used and required

You will require 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

Project Management: Achieving Competitive Advantage, Global Edition (5e) Ebook 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.

Unit Schedule

Week	Topic and lecture description	Readings	In class Exercises	Assessment Due	Teaching
1	Introduction: *Why Strategic Project Management?*	Chapter 1	"Throwing Good Money after Bad": The BBC's Digital Media Initiative		MM
2	*The Organizational Context: Strategy, Structure, and Culture*	Chapter 2	Tesla's $5 Billion Gamble		MM
3	*Project Selection and Portfolio Management*	Chapter 3	Project Selection Procedures: A Cross-Industry Sampler		MM
4	*Leadership and the Project Manager*	Chapter 4	Leading by Example for the London Olympics – Sir John Armitt	Tutorial with SS	MM
5	*Project Team Building, Conflict, and Negotiation*	Chapter 6	Engineers Without Borders: Project Teams Impacting Lives	Tutorial with SS	JL
6	*Risk Management*	Chapter 7	Collapse of Shanghai Apartment Building	**Assignment 1** Tutorial with SS	SS
7	*Big Data and Project Management*	Links provided in ilearn	Brain Storming session - Help for Assignment 2	Tutorial with SS	JL

Semester Break					
8	*Managing Projects that are not understood (The semantic Web and Data)*	Links provided in ilearn	Tableau walkthrough	Tutorial with SS	JL
9	*Big Data and Project Management*	Links provided in ilearn	Tableau walkthrough	Tutorial with SS	JL
10	*Resource Management*	Chapter 12	Hong Kong Connects to the World's Longest Natural Gas Pipeline	Tutorial with SS	SS
11	*Project Evaluation and Control*	Chapter 13	Boeing's 787 Dreamliner: Failure to Launch (with update)	**Assignment 2** Tutorial with SS	SS
12	*Project Closeout and Termination*	Chapter 14	Aftermath of a "Feeding Frenzy" - Dubai and Cancelled Construction Projects		SS
13	*Final Exam Revision*				SS

Policies and Procedures

Macquarie University policies and procedures are accessible from Policy Central (https://policies.mq.edu.au). 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

Students seeking more policy resources can visit Student Policies (https://students.mq.edu.au/support/study/policies). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

To find other policies relating to Teaching and Learning, visit Policy Central (https://policies.mq.edu.au) and use the search tool.

Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of

Conduct: https://students.mq.edu.au/admin/other-resources/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 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

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.

Changes from Previous Offering

- New textbook

- Additional staff resource

- Updated Assessments