# COMP8790

## Strategic Project Management

Session 1, In person-scheduled-weekday, North Ryde 2022

*School of Computing*

## Contents

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# General Information

Unit convenor and teaching staff
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Post class in the weeks teaching

Lecturer
Stephen Smith
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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://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 assessments:** Online quizzes, in-class activities, or scheduled tests and exam must be undertaken at the time indicated in the unit guide. Should the activity be missed due to illness or misadventure, Special Consideration may be applied for.

All other assessments must be submitted by 5:00 pm on their due date. Beyond this time, a 12-hour grace period will be given after which the following deductions will be applied to the assessment mark: 12 to 24 hours late = 10% deduction; for each day thereafter, an additional 10% per day or part thereof will be applied until five days beyond the due date. After this time, a mark of zero (0) will be given. For example, an assessment worth 20% is due 5 pm on 1 January. Student A submits the assessment at 1 pm, 3 January. The assessment received a mark of 15/20. A 20% deduction is then applied to the mark of 15, resulting in the loss of three (3) marks. Student A is then awarded a final mark of 12/20.

# Assessment Tasks

| Name | Weighting | Hurdle | Due |
|------|-----------|--------|-----|
| Assignment 1 | 20% | No | Week 7 |
| In Class Participation | 8% | No | Week 4 - 11 |
| Assignment 2 | 22% | No | Week 11 |
| Final examination | 50% | No | TBA |

## Assignment 1

Assessment Type [1]: Report
Indicative Time on Task [2]: 24 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.

## In Class Participation

Assessment Type [1]: Participatory task
Indicative Time on Task [2]: 16 hours
Due: **Week 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 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.

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[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 (This is on campus). 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 MM | MM |
| 5 | *Project Team Building, Conflict, and Negotiation* | Chapter 6 | Engineers Without Borders: Project Teams Impacting Lives | Tutorial with MM | MM |
| 6 | *Risk Management* | Chapter 7 | Collapse of Shanghai Apartment Building | Tutorial with SS | SS |

| 7 | *Strategic Project Management Forum* | Links provided in ilearn | Brain Storming session - Help for Assignment 2 | **Assignment 1** <br><br> Tutorial with SS | SS |
|---|---|---|---|---|---|
| | **Semester Break** | | | | |
| 8 | *Managing Projects that are not understood* | Links provided in ilearn | Costa Concordia - could it have been avoided? | Tutorial with SS | SS |
| 9 | *Big Data and Project Management* | Links provided in ilearn | 737 - 8 - Software Failures | Tutorial with SS | SS |
| 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** <br><br> Tutorial with SS | SS |
| 12 | *Project Closeout and Termination* | Chapter 14 | Aftermath of a "Feeding Frenzy" - Dubai and Cancelled Construction Projects | | MM |
| 13 | *Final Exam Revision* | | | | MM/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
- Assessment Procedure
- Complaints Resolution 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.e

du.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

# Academic Integrity

At Macquarie, we believe academic integrity – honesty, respect, trust, responsibility, fairness and courage – is at the core of learning, teaching and research. We recognise that meeting the expectations required to complete your assessments can be challenging. So, we offer you a range of resources and services to help you reach your potential, including free online writing and maths support, academic skills development and wellbeing consultations.

# Student Support

Macquarie University provides a range of support services for students. For details, visit http://students.mq.edu.au/support/

## The Writing Centre

The Writing Centre provides resources to develop your English language proficiency, academic writing, and communication skills.

- Workshops
- Chat with a WriteWISE peer writing leader
- Access StudyWISE
- Upload an assignment to Studiosity
- Complete the 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

Macquarie University offers a range of Student Support Services including:

- IT Support

- Accessibility and disability support with study

- Mental health support

- Safety support to respond to bullying, harassment, sexual harassment and sexual assault

- Social support including information about finances, tenancy and legal issues

## Student Enquiries

Got a question? Ask us via AskMQ, or contact Service Connect.

## 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

Reconfiguration of Lecture Content

New tutorial Cases