



# MMBA8106

## Project Innovation and Change

Term 2, Online-scheduled-weekday 2022

*Department of Management*

### Contents

|                                       |   |
|---------------------------------------|---|
| <u>General Information</u>            | 2 |
| <u>Learning Outcomes</u>              | 2 |
| <u>General Assessment Information</u> | 3 |
| <u>Assessment Tasks</u>               | 3 |
| <u>Delivery and Resources</u>         | 5 |
| <u>Unit Schedule</u>                  | 5 |
| <u>Policies and Procedures</u>        | 6 |

#### **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.

## General Information

|  |
|--|
| Unit convenor and teaching staff<br>Unit Convenor<br>Stephen Burke<br><a href="mailto:stephen.burke@mq.edu.au">stephen.burke@mq.edu.au</a>   |
| Credit points<br>10  |
| Prerequisites<br>Admission to MBA or GradDipMgt or MSocEntre   |
| Corequisites   |
| Co-badged status   |
| Unit description<br>This unit will examine the terminology and concepts relevant to the Project Based Management Approach. It will also explore issues faced by organisations in carrying out projects, and project management competency. 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 managing and executing projects, as well as in employing various project management techniques. |

## 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:** Identify and describe a range of Project Based Management theories.

**ULO2:** Apply theory and frameworks to assess operational, tactical and strategic decisions.

**ULO3:** Integrate contemporary issues into Project Based management decisions.

**ULO4:** Develop skills in Project Based management and governance in cross functional multi-disciplinary projects in organisations.

## General Assessment Information

**Late submissions of assessments** Unless a Special Consideration request has been submitted and approved, no extensions will be granted. There will be a deduction of 10% of the total available assessment-task marks made from the total awarded mark for each 24-hour period or part thereof that the submission is late. Late submissions will only be accepted up to 96 hours after the due date and time.

No late submissions will be accepted for timed assessments – e.g., quizzes, online tests.

**Table 1: Penalty calculation based on submission time**

| Submission time after the due date (including weekends) | Penalty (% of available assessment task mark) | Example: for a non-timed assessment task marked out of 30 |
|---|---|---|
| < 24 hours  | 10%   | 10% x 30 marks = 3-mark deduction                         |
| 24-48 hours   | 20%   | 20% x 30 marks = 6-mark deduction                         |
| 48-72 hours   | 30%   | 30% x 30 marks = 9-mark deduction                         |
| 72-96 hours   | 40%   | 40% x 30 marks = 12-mark deduction                        |
| > 96 hours  | 100%  | Assignment won't be accepted                              |

**Special Consideration** To request an extension on the due date/time for a timed or non-timed assessment task, you must submit a Special Consideration application. An application for Special Consideration does not guarantee approval.

The approved extension date for a student becomes the new due date for that student. The late submission penalties above then apply as of the new due date.

## Assessment Tasks

| Name                                 | Weighting | Hurdle | Due   |
|--------------------------------------|-----------|--------|---|
| <u>In Class Case Study</u>           | 20%       | No     | Week 4 - Sunday 1st May<br>Week 7 - Sunday 22nd May |
| <u>Project Management Assignment</u> | 30%       | No     | Week 8 - Sunday 29th May                            |
| <u>Final Examination</u>             | 50%       | No     | Exam period TBC                                     |

### In Class Case Study

Assessment Type <sup>1</sup>: Case study/analysis

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

Due: **Week 4 - Sunday 1st May Week 7 - Sunday 22nd May**

Weighting: **20%**

This assessment has two parts. Students will be assessed on their preparation for the assigned case studies, and then participation during the in-class activity. Students will be assessed on an ongoing basis

On successful completion you will be able to:

- Identify and describe a range of Project Based Management theories.
- Apply theory and frameworks to assess operational, tactical and strategic decisions.
- Integrate contemporary issues into Project Based management decisions.
- Develop skills in Project Based management and governance in cross functional multi-disciplinary projects in organisations.

## Project Management Assignment

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

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

Due: **Week 8 - Sunday 29th May**

Weighting: **30%**

Students will be required to employ content from the first part of the unit to address a range of questions. Up to 2,000 words.

On successful completion you will be able to:

- Identify and describe a range of Project Based Management theories.
- Apply theory and frameworks to assess operational, tactical and strategic decisions.
- Integrate contemporary issues into Project Based management decisions.

## Final Examination

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

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

Due: **Exam period TBC**

Weighting: **50%**

The exam will assess the material covered in the course, including readings, case studies and quantitative techniques. The exam is OPEN book and of 2 hours duration plus 10 minutes reading time.

On successful completion you will be able to:

- Identify and describe a range of Project Based Management theories.
- Apply theory and frameworks to assess operational, tactical and strategic decisions.

- Integrate contemporary issues into Project Based management decisions.

<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

|                                   |   |
|-----------------------------------|---|
| Required text                     | Larson E W and Gray C F, <i>Project Management - The Managerial Process</i> , McGraw Hill, Edition 8e - E Version with Connect  |
| Unit web page                     | The web page for this unit can be found at: <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a>   |
| Technology Used and Required      | Students are required to have access to a personal computer and familiarise themselves with iLearn ( <a href="https://ilearn.mq.edu.au/login/">https://ilearn.mq.edu.au/login/</a> ).<br><br>iLearn will be used to post lecture slides, assessment details, student grades and as a means of communication between staff members and students. |
| Delivery Format and Other Details | The timetable for classes can be found on the University web site at: <a href="http://www.timetables.mq.edu.au/">http://www.timetables.mq.edu.au/</a>   |
| Recommended readings              | Recommended readings are provided via the links on the <a href="#">iLearn</a> Unit page   |
| Inherent Requirements             | There are no inherent requirements.   |

## Unit Schedule

| Week | Topic  |
|------|--|
| 1    | <b>Introduction to Project Management.</b><br><br>Introduction to the course format program and content, the development of Project Management as a distinct discipline, different types of projects, PM in different fields of business |
| 2    | <b>Project Planning:</b> Work Breakdown Structure and Critical Path Method<br><br>First in class case analysis   |
| 3    | <b>Project Planning continued.</b> Class discussion of "Eurotunnel" case and preparation for first case write up (Assignment 1 – Week 4 - Sunday 1st May )   |

|    |   |
|----|---|
| 4  | <b>Resource Scheduling, Risk Management and Guest Presenter</b><br><br>Guest Presentation - Major Project<br><br>Resource Scheduling, Risk Management<br><br>Review of Concepts, Cases and Learning and their application so far              |
| 5  | <b>Documentation &amp; Control - Course Slack Time</b><br><br>Earned Value Analysis<br><br>Organisation and Project Team Structure<br><br>Case analysis and discussion – Alsakan Fly Fishing  |
| 6  | <b>Managing Project Teams</b><br><br>Application of selected team Theories (Tuckman) and role behaviours (Belbin) to project team management  |
| 7  | <b>Organisational Strategy &amp; Project Selection</b><br><br>Project initiation – Kick-off etc<br><br>Class discussion of “Harvets City” case and preparation for first case write up (Assignment 2 – Week 7 - Sunday 22 <sup>nd</sup> May ) |
| 8  | <b>Project Audit &amp; Evaluation</b><br><br>Processes, Creating Corporate Capability and Ethical issues<br><br>Assignment 2 – Group Project Analysis Due - Sunday 29th May   |
| 9  | <b>Project Success &amp; Failure</b><br><br>Why projects Fail, Identifying “red flags”<br><br>Case material from text   |
| 10 | <b>Project Success and Failure Cond and Course Revision</b><br><br>In class revision exercise and presentation of revision topics   |

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central](https://policies.mq.edu.au) (<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 \(https://students.mq.edu.au/support/study/policies\)](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 \(https://policies.mq.edu.au\)](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](https://ask.mq.edu.au) or if you are a Global MBA student contact [globalmba.support@mq.edu.au](mailto: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/](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.