



COMP8790

Strategic Project Management

Session 1, In person-scheduled-weekday, North Ryde 2024

School of Computing

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General Information

Unit convenor and teaching staff

Unit Convenor / Lecturer

Matthew Mansour

matthew.mansour@mq.edu.au

Post class in the weeks teaching

Lecturer

Stephen Smith

stephen.smith@mq.edu.au

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

General Faculty Policy on assessment submission deadlines and late submissions:

Requirements to Pass this Unit

To pass this unit you must:

1. Attempt all assessments, and
2. Achieve a total mark equal to or greater than 50%, and,

Late Assessment Submission Penalty

From 1 July 2022, Students enrolled in Session based units with written assessments will have the following late penalty applied. Please see <https://students.mq.edu.au/study/assessment-exams/assessments> for more information.

Unless a Special Consideration request has been submitted and approved, a 5% penalty (of the total possible mark) will be applied each day a written assessment is not submitted, up until the 7th day (including weekends). After the 7th day, a grade of '0' will be awarded even if the assessment is submitted. Submission time for all written assessments is set at **11:55 pm**. A 1-hour grace period is provided to students who experience a technical concern.

Assessments where Late Submissions will be accepted

In this unit, late submissions will be accepted as follows:

In class assessments, YES, Standard Late Penalty applies

Assignment 1 & 2, YES, Standard Late Penalty applies

Final Exam, YES, Standard Late Penalty applies

To be eligible to pass this unit, it is necessary to obtain a mark of at least 50% in the unit overall.

Special Consideration:

The [Special Consideration Policy](#) aims to support students who have been impacted by short-term

circumstances or events that are serious, unavoidable and significantly disruptive, and which may affect

their performance in assessment. If you experience circumstances or events that affect your ability to

complete the assessments in this unit on time, please inform the convenor and submit a Special Consideration request through ask.mq.edu.au.

Assessment Tasks

Name	Weighting	Hurdle	Due
In Class Participation	8%	No	Fortnightly
Assignment 1	20%	No	Week 6
Assignment 2	22%	No	Week 11
Final examination	50%	No	Official Exam Period

In Class Participation

Assessment Type ¹: Participatory task

Indicative Time on Task ²: 16 hours

Due: **Fortnightly**

Weighting: **8%**

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

On successful completion you will be able to:

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- 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: **Official Exam Period**

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

For the classes you are registered for you will have a two-hour seminar/lecture (This is on campus). In addition to this we have a SGTA (Small Group Teaching Activity) 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. SGTAs for this unit start in **week 2**.

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 won't 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, ISBN: 9781292269146 - Buy here: <https://bit.ly/9781292269146>

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.

COVID Information

For the latest information on the University’s response to COVID-19, please refer to the Coronavirus infection page on the Macquarie website: <https://www.mq.edu.au/about/coronavirus-faqs>. Remember to check this page regularly in case the information and requirements change during semester. If there are any changes to this unit in relation to COVID, these will be communicated via iLearn.

Methods of Communication

We will communicate with you via your university email and through announcements on iLearn.

Queries can either be sent to the unit convenor via the contact email on iLearn or in consultation.

Unit Schedule

Week	Topic and lecture description	Readings	In class Exercises	Assessment Due	Teaching
1	Introduction: <i>Why Strategic Project Management?</i>	Chapter 1	“Throwing Good Money after Bad”: The BBC’s Digital Media Initiative		MM
2	<i>The Organizational Context: Strategy, Structure, and Culture</i>	Chapter 2	Tesla’s \$5 Billion Gamble	SGTA with MM	MM
3	<i>Project Selection and Portfolio Management</i>	Chapter 3	Project Selection Procedures: A Cross-Industry Sampler	SGTA with MM	MM
4	<i>Leadership and the Project Manager</i>	Chapter 4	Leading by Example for the London Olympics – Sir John Armit	SGTA with MM	MM
5	<i>Project Team Building, Conflict, and Negotiation</i>	Chapter 6	Engineers Without Borders: Project Teams Impacting Lives	SGTA with MM	MM
6	<i>Risk Management</i>	Chapter 7	Collapse of Shanghai Apartment Building	SGTA with SS	SS

7	Strategic Project Management Forum	Links provided in ilearn	Brain Storming session - Help for Assignment 2	Assignment 1 SGTA with SS	SS
8	Managing Projects that are not understood	Links provided in ilearn	Costa Concordia - could it have been avoided?	SGTA with SS	SS
Semester Break					
9	Big Data and Project Management	Links provided in ilearn	737 - 8 - Software Failures	SGTA with SS	SS
10	Resource Management	Chapter 12	Hong Kong Connects to the World's Longest Natural Gas Pipeline	SGTA with SS	SS
11	Project Evaluation and Control	Chapter 13	Boeing's 787 Dreamliner: Failure to Launch (with update)	Assignment 2 SGTA with SS	SS
12	Project Closeout and Termination	Chapter 14	Aftermath of a "Feeding Frenzy" - Dubai and Cancelled Construction Projects	SGTA with MM	MM
13	Revision		Revision for Final Exam	SGTA with MM	MM/SS

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 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 Advocacy](#) provides independent advice on MQ policies, procedures, and processes

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

We appreciate the input from students as it helps us enhance the delivery of our courses continuously. We encourage students to share constructive feedback through student surveys, directly with the teaching staff, or by using the FSE Student Experience & Feedback link on the iLearn page.

The feedback received from students in the previous session of this unit was predominantly positive, highlighting satisfaction with the clarity of assessment requirements and the support provided by the teaching staff. Consequently, there are no major planned changes to the unit's delivery. However, we remain committed to further improving support mechanisms and fostering increased student engagement.

Some of the minor changes are as follows:

Updated Textbook

New Lecture Content

Adjusted schedule for early Easter Break.

Unit information based on version 2024.01R of the [Handbook](#)