



# MMBA8106

## Project Innovation and Change

Term 3, In person-scheduled-weekday, City 2024

*Department of Management*

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## General Information

Unit convenor and teaching staff

Roger Moser

[roger.moser@mq.edu.au](mailto:roger.moser@mq.edu.au)

Credit points

10

Prerequisites

Admission to MBA

Corequisites

Co-badged status

Unit description

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

This unit has been conceptually re-designed and the forms of examinations will be slightly adapted to the new teaching approach of the unit.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<a href="#">Project Management Assignment</a>	30%	No	Week 5
<a href="#">In Class Case Study</a>	20%	No	Week 7
<a href="#">Term Report</a>	50%	No	Week 9

### Project Management Assignment

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

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

Due: **Week 5**

Weighting: **30%**

Students will be required to develop an expert-based (Delphi) study approach to test the hypotheses they have developed during the initial weeks of the unit.

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.

### In Class Case Study

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

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

Due: **Week 7**

Weighting: **20%**

This assessment requires students to develop a case study-like situation analysis of the major hypotheses (what must be true?) for their business idea.

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.

## Term Report

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

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

Due: **Week 9**

Weighting: **50%**

Students will be required to complete a term report of approximately 2000 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.

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<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

See information on iLearn.

## Unit Schedule

See information on iLearn.

## 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](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)

## 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/](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.

## Update Content Description: INNOVATION & BUSINESS DEVELOPMENT

Unit **MMBA 8106** Project Innovation & Change has been re-designed to teach you: **INNOVATION & BUSINESS DEVELOPMENT: Competing on the Rate of Learning**

*Unit Content:*

### FOCUS

Whether you are an entrepreneur, a business development manager or a senior executive, your management success primarily depends on the expertise and experience you have accumulated. However, in rapidly changing business environments, the value of your expertise and experience can drop dramatically. That's why your innovative and entrepreneurial thinking is today more important than ever.

***In essence, your innovative and business development THINKING is your ability to learn!***

- “But what is learning in business & management really?”
- You might answer: “Learning new tools, models or frameworks”.

Well, that is partially true, but what does (human) entrepreneurs, managers and executives still differentiate from today’s advanced AI systems?

**Their ability to look into the future and imagine and understand (disruptive) scenarios, products and solutions that aren’t based on patterns in the past.** This ability requires specific skills:

- Understanding your decision context and asking the right questions
- Understanding your default and alternative actions in a decision challenge
- Formulating precise hypotheses about the future or how to face a specific challenge and either confirm or reject these hypotheses through different testing strategies.
- Changing the behaviour based on the confirmed/rejected hypotheses.

When you look at recently popular management concepts such as Lean Startup, Design Thinking etc., they all represent in one way or another a recipe to learn respectively *how to formulate hypotheses (e.g. about what the customer wants) and how to test them efficiently.*

## Changes since First Published

Date	Description
25/06/2024	Assessment 3 has been formally changed from exam to paper as agreed with all involved parties based on the re-design of the unit.

Unit information based on version 2024.04 of the [Handbook](#)