



# MGSM906

## Project Based Management

MGSM Term 1 City 2018

*MGSM Degree Programs*

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#### **Disclaimer**

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## General Information

Unit convenor and teaching staff

Lecturer

Simon Rowe

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Credit points

4

Prerequisites

Admission to MBA or MMgmt or GradDipMgt or MSocEntre

Corequisites

Co-badged status

Unit description

This unit will equip you with understanding of the key processes, terminology and concepts relevant to the project based management approach. It will also explore the issues as more and more of the important work of organisations is carried out in projects, and project management competency becomes a core competency of successful organisations. 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 future organisations.

## 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:

Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.

Assess and integrate the impact of diverse cultural and market mindsets into project based management approaches to business decisions.

Integrate ethical, social & environmental factors into project based management

decisions.

Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.

Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

## Assessment Tasks

Name	Weighting	Hurdle	Due
<u>Project Management Simulation</u>	50%	No	5 and 9 March 2018, 5pm
<u>Final Examination</u>	50%	No	19-24 March 2018

### Project Management Simulation

Due: **5 and 9 March 2018, 5pm**

Weighting: **50%**

**Length:** 90min in class assessment / reflection **Format:** On-line/in-class **Due:** In-class assessment - Monday 5th March 2018, 5PM and Reflection – Friday 9th March, 2018 5PM

A laptop with wifi access will be required for this simulation

In this single-player simulation, students take on the role of a senior project manager and manage a team tasked with developing a new product for an electronics manufacturing company. The primary objectives are to execute a project plan successfully and deliver a competitive product on time and on budget. Instructors can assign up to 6 scenarios that expose students to realistic challenges that project managers often face, especially when working in a highly competitive industry. Some challenges require students to react to unanticipated outside events, such as a staffing crisis, while others require students to respond to strategic changes mandated by upper management. A new project lever for specifying prototypes allows students to explore the benefits of this essential component of agile project management.

Students will take on the role of a senior project manager and manage a team tasked with developing a new product for an electronics manufacturing company. The primary objectives are to execute a project plan successfully and deliver a competitive product on time and on budget. Up to 6 scenarios may be introduced that expose students to realistic challenges that project managers often face, especially when working in a highly competitive industry. Some challenges require planning and management to unanticipated outside events, such as a staffing crisis, while others require responses to strategic changes mandated by upper management. plan. A new project lever for specifying prototypes and business challenges will allow students to explore the benefits and practises of this essential component of agile project management.

Students are then asked to write up a reflection of the project management simulation outlining key learnings and challenges and should include the following:

No more than 2 pages of text (single spaced, 12 pitch) in the main body of the report. It should

include discussion of Project scope, approach, scheduling considerations, resourcing, organisation structure, roles/responsibilities including risk management, quality, communications and deliverables.

### **SUBMISSION GUIDELINES:**

- You are required to submit a soft copy of your assignment on to iLearn by the due date and time specified.
- Please note that you can see the plagiarism report and resubmit your assessment before the due date. Please note that after the first re-submission, you have to wait at least 24 hours for you to see the updated plagiarism report.
- An assignment submission portal will be established in iLearn and you will be notified when it is available.
- Late reflections will be penalised 10% per day and no extension will be granted.
- Marking criteria will be made available in class

On successful completion you will be able to:

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.
- Assess and integrate the impact of diverse cultural and market mindsets into project based management approaches to business decisions.
- Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.
- Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

## **Final Examination**

Due: **19-24 March 2018**

Weighting: **50%**

**Duration:** 2.5 Hours plus 10 minutes reading time

The aim of the exam is to test the students grasp of the foundational concepts underpinning the practice of project management. The questions are based on the required textbook reading for the course, which is Project Management: The Managerial Process by Larson and Gray. The exam is closed book.

On successful completion you will be able to:

- Integrate ethical, social & environmental factors into project based management decisions.
- Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.
- Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

## Delivery and Resources

### Required Text

Larson, E., & Gray, C. 2017, Project Management: The Managerial Process, McGraw Hill, ISBN: 9781259666094

For information on textbook prices and online ordering, please refer to the Co-Op Bookshop webpage at <http://www.coop.com.au>

### Additional Readings

Martin, Paula and Tate, Karen., Project Management Memory Jogger (second edition), GOAL/QPC, Methuen, Massachusetts, 2010 (ISBN [978-1-57681-122-1](#))

### Useful references

- Cleland, David, Project Management: Strategic Design and Implementation, 5th ed, McGraw-Hill, New York, New York, 2007
- Gido, Jack and Clements, James P., Successful Project Management, South-Western College Publishing, Cincinnati, Ohio, 2008
- Goldratt, Eliyahu M., Critical Chain, North River Press, Great Barrington, Massachusetts, 1997
- Kendall, Gerald I and Rollins, Steven C., Advanced Project Portfolio Management and the PMO: Multiplying ROI at WARP Speed, J Ross Publishing, Boca Raton, Florida, 2003 (ISBN 1-932159-02-9)
- Pennypacker, James S., Project Portfolio Management: Selecting and Prioritising Projects for Competitive Advantage, Center for Business Studies, (2003)
- Sense, Andrew, Cultivating Learning Within Projects, Palgrave Macmillan, 2007 (ISBN: [9 78 0 230 00691 1](#))
- Tate, Karen and Stackpole, Cynthia., Advanced Project Management Memory Jogger: A Pocket Guide for Experienced project Professionals, GOAL/QPC, Methuen, Massachusetts, 2007 (ISBN 1-57681-086-0)
- Turner, J. Rodney, The Handbook of Project-based Management, McGraw-Hill, Maidenhead, Berkshire, 2008

- Walker, Derek and Rowlinson, Steve, Procurement Systems: A Project Management Perspective, Taylor and Francis, London, 2008

The Project Management Institute (<http://www.pmi.org/>) has an extensive on-line project management bookstore where most books can be purchased.

### External web sites for extra research

Good starting points for accessing resources on Project Based Management on the World Wide Web are:

- Project Management Institute (PMI): <http://www.pmi.org/>
- Aust. Institute of Project Management: <http://www.aipm.com.au/>
- International project management Association: <http://www.ipma.ch/asp/>
- Prince2: <https://www.prince2.com/aus/what-is-prince2>

These web sites have extensive "other links" pages

### Writing resources

If you lack confidence in writing in English, particularly academic writing and/or business reports, The Macquarie University Library provides three excellent web sites covering writing skills, researching online: and a guide to citations and referencing

- <http://writinggateway.mq.edu.au/>
- <http://infoskills.mq.edu.au/>
- <http://www.lib.mq.edu.au/resources/subject/readyref/cites.html>

### MGSM iLearn

The web page for this unit can be found at: <https://ilearn.mq.edu.au/login/MGSM>

## Unit Schedule

### Weekly class – Monday 6pm – 10pm (Starts: 8 January 2018)

The unit will be presented over 10 sessions as follows:

Additional resources will be available in iLearn

Session	Date	Topic
1	8 January 2018	Introduction to Course
		What is Project Management?
2	15 January 2018	Establishing the project charter
		Defining the project scope

Session	Date	Topic
3	22 January 2018	Managing the project stakeholders
		Leading the project team
4	29 January 2018	Planning the project
		Estimating and scheduling the project
5	5 February 2018	Managing risk in the project
		Monitoring and controlling the project
6	12 February 2018	Managing change to the project
		Closing the project
7	19 February 2018	Governing the project
		Managing the project portfolio
8	26 February 2018	Managing outsourced and international projects
		Improving organisational project maturity
9	5 March 2018	Managing projects using Agile principles
		Case Study
10	12 March 2018	Guest Presentation
		Course Closeout
19-24 March 2018	Exam Week	

## Policies and Procedures

Macquarie University policies and procedures are accessible from [Policy Central \(https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central\)](https://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central). 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](#) (**Note:** *The Special Consideration Policy is effective from 4 December 2017 and replaces the Disruption to Studies Policy.*)

Undergraduate students seeking more policy resources can visit the [Student Policy Gateway](https://students.mq.edu.au/support/study/student-policy-gateway) (<https://students.mq.edu.au/support/study/student-policy-gateway>). It is your one-stop-shop for the key policies you need to know about throughout your undergraduate student journey.

If you would like to see all the policies relevant to Learning and Teaching visit [Policy Central](http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central) (<http://staff.mq.edu.au/work/strategy-planning-and-governance/university-policies-and-procedures/policy-central>).

## Student Code of Conduct

Macquarie University students have a responsibility to be familiar with the Student Code of Conduct: <https://students.mq.edu.au/study/getting-started/student-conduct>

## Results

Results shown in *iLearn*, 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).

## 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](http://mq.edu.au/learningskills)) provides academic writing resources and study strategies to improve your marks and take control of your study.

- [Workshops](#)
- [StudyWise](#)
- [Academic Integrity Module for Students](#)
- [Ask a Learning Adviser](#)

## 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](http://ask.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/](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.

## Graduate Capabilities

### PG - Capable of Professional and Personal Judgment and Initiative

Our postgraduates will demonstrate a high standard of discernment and common sense in their professional and personal judgment. They will have the ability to make informed choices and decisions that reflect both the nature of their professional work and their personal perspectives.

This graduate capability is supported by:

#### Learning outcomes

- Assess and integrate the impact of diverse cultural and market mindsets into project based management approaches to business decisions.
- Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.
- Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

#### Assessment task

- Final Examination

### PG - Discipline Knowledge and Skills

Our postgraduates will be able to demonstrate a significantly enhanced depth and breadth of knowledge, scholarly understanding, and specific subject content knowledge in their chosen fields.

This graduate capability is supported by:

#### Learning outcomes

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.
- Assess and integrate the impact of diverse cultural and market mindsets into project

based management approaches to business decisions.

- Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.
- Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

## **Assessment tasks**

- Project Management Simulation
- Final Examination

## **PG - Critical, Analytical and Integrative Thinking**

Our postgraduates will be capable of utilising and reflecting on prior knowledge and experience, of applying higher level critical thinking skills, and of integrating and synthesising learning and knowledge from a range of sources and environments. A characteristic of this form of thinking is the generation of new, professionally oriented knowledge through personal or group-based critique of practice and theory.

This graduate capability is supported by:

## **Learning outcomes**

- Assess and integrate the impact of diverse cultural and market mindsets into project based management approaches to business decisions.
- Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.
- Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

## **Assessment task**

- Project Management Simulation

## **PG - Research and Problem Solving Capability**

Our postgraduates will be capable of systematic enquiry; able to use research skills to create new knowledge that can be applied to real world issues, or contribute to a field of study or practice to enhance society. They will be capable of creative questioning, problem finding and problem solving.

This graduate capability is supported by:

## **Learning outcomes**

- Apply Project based management approaches in order to make and implement well-informed and financially robust operational, tactical and strategic decisions.

- Apply project based management approaches to business performance and productivity that will help measure and track value creation across the organisation.

### **Assessment task**

- Project Management Simulation

## **PG - Effective Communication**

Our postgraduates will be able to communicate effectively and convey their views to different social, cultural, and professional audiences. They will be able to use a variety of technologically supported media to communicate with empathy using a range of written, spoken or visual formats.

This graduate capability is supported by:

### **Learning outcomes**

- Assess and integrate the impact of diverse cultural and market mindsets into project based management approaches to business decisions.
- Develop a solid understanding of project based management and governance in cross functional multi disciplinary projects in organisations.

### **Assessment task**

- Project Management Simulation

## **PG - Engaged and Responsible, Active and Ethical Citizens**

Our postgraduates will be ethically aware and capable of confident transformative action in relation to their professional responsibilities and the wider community. They will have a sense of connectedness with others and country and have a sense of mutual obligation. They will be able to appreciate the impact of their professional roles for social justice and inclusion related to national and global issues

This graduate capability is supported by:

### **Learning outcome**

- Integrate ethical, social & environmental factors into project based management decisions.

### **Assessment task**

- Final Examination

## **Changes from Previous Offering**

Changes were:

- Process on how the individual assignment will be assessed was changed.

- Date in the individual assessment has been corrected.
- Lecturer for this term will be Simon Rowe from Bradley Rolfe in the previous offering
- Final examination duration was changed from 2 hours to 2.5 hours plus 10 minutes reading time

## Alignment with MGSM's mission-driven attributes

**Leadership:** Develop skills required of leaders with respect to the appropriate use of Project based management approaches in order to make well-informed and financially robust operational, tactical and strategic decisions and implement them.

**Global mindset:** Assessment of the implications of project based management decisions from a whole of entity perspective, across of a wide spectrum of stakeholders and cultures

**Citizenship:** Enhance your project based decision making through taking into account the interests of all stakeholders

**Creating sustainable value:** Adopt a forward-looking perspective on the impact of project based management decisions on the competitive position and performance of the entity

## Attendance Policy (MGSM)

The interactive environment of the classroom is central to the MGSM experience. Students are required to attend the full duration of all classes for the units in which they are enrolled. We recognise that exceptional circumstances may occur, such as unavoidable travel on behalf of your organization or the serious illness or injury of you or a close family member.

Special consideration may be given for a maximum of 20% non-attendance for such circumstances as long as lecturers are contacted in advance, and supporting documentation provided, to request exemption from attendance. Failure to abide by these conditions may result in automatic withdrawal, with academic and/or financial penalty. The full Student Attendance Policy is published in the MGSM Student Handbook at <https://students.mgsm.edu.au/handbook>.

## Content Disclaimer

These unit materials and the content of this unit are provided for educational purposes only and no decision should be made based on the material without obtaining independent professional advice relating to the particular circumstances involved.

## Changes since First Published

Date	Description
13/03/2018	Final examination duration was changed from 2 hours to 2.5 hours plus 10 minutes reading time