**Research School of Management**  
The Australian National University  
ACT 0200  
Tel: 02 6125 9839, 02 6125 6737  
Fax: 02 6125 8796  
Email: enquiries.rsm@anu.edu.au

**College of Business and Economics**  
The Australian National University  
ACT 0200  
Tel: International +61 2 6125 3807  
Within Australia: 1300 732 120  
(local call cost only)  
Fax: International: +61 2 6125 0744  
Within Australia: 02 6125 0744

Student Room 1088, Level 1  
Office: LF Crisp Building  
ANU Campus Map (map GH32) [http://tinyurl.com/9n8xq8](http://tinyurl.com/9n8xq8)

Student Level 2  
Office: Building 26C

Students with enquiries about program (degree) requirements should contact the College office; enquiries about courses (subjects) are normally handled by the relevant Research School.

**MGMT3002 – Online – COURSE OUTLINE**  
**Techniques for Business Project Management**  
**Semester 2, 2014**

The course will introduce project management approaches, processes and tools for succeeding in the workplace. It will attempt to provide a strategic view, as well as practical tools to better manage projects. The focus is of this course is on the development, use and integration of management tools and their adjustment to the project environment. Throughout the course, the emphasis is on taking a managerial view of the situation and implementing tools to support decision making.

<table>
<thead>
<tr>
<th><strong>Mode of Delivery</strong></th>
<th>Online via Wattle, the University's online learning environment. Log on to Wattle using your student number and your ISIS password.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Course Convenor:</strong></td>
<td>Michelle Salmona, PMP</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:michelle.salmona@anu.edu.au">michelle.salmona@anu.edu.au</a></td>
</tr>
<tr>
<td><strong>Student consultation:</strong></td>
<td>Email for virtual appointment</td>
</tr>
<tr>
<td><strong>Student administrators:</strong></td>
<td>RSM Student Office (Monday to Friday 9am to 5pm)</td>
</tr>
<tr>
<td><strong>Phone:</strong></td>
<td>02 6125 9839 &amp; 02 6125 6737</td>
</tr>
<tr>
<td><strong>Email:</strong></td>
<td><a href="mailto:enquiries.rsm@anu.edu.au">enquiries.rsm@anu.edu.au</a></td>
</tr>
</tbody>
</table>

[https://studyat.anu.edu.au/courses/MGMT3002;details.html](https://studyat.anu.edu.au/courses/MGMT3002;details.html)
COURSE OVERVIEW

Learning Outcomes

Upon successful completion of the requirements for this course, students will be able to:

- Have an understanding of the organisational context and environment within which project management operates.
- Have an understanding of the project management framework and common tools.
- Have a strategic perspective with respect to the linkages and interrelationships of strategic deployment and project management.
- Are able to examine contemporary issues in project management both globally and in Australia.

In addition, the course will provide students with an opportunity:

- to develop oral and written communication skills through active participation in class discussion
- to develop and present oral and written reports
- for formal and informal debate
- to develop critical and creative thinking skills through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
- debate and online classroom discussion
- to develop leadership skills through structuring an independent project
- leading a project and a group exercise

Proposed Assessment (Summary): Assessment for this course will be confirmed after consultation with students during the first week of the semester. If there are any changes to the assessment, those changes will be publicised on Wattle.

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Individual Project Plan: Project Selection and Description</td>
<td>10%</td>
<td>10th Aug at 5pm</td>
</tr>
<tr>
<td>1.2 Individual Project Plan: Project Scope and WBS</td>
<td>10%</td>
<td>5th Sept at 5pm</td>
</tr>
<tr>
<td>1.3 Individual Project Plan: Final Complete Project Plan</td>
<td>35%</td>
<td>31st Oct at 5pm</td>
</tr>
<tr>
<td>2. Engagement with other students, lecturer and course materials through five online discussions.</td>
<td>20%</td>
<td>Ongoing</td>
</tr>
<tr>
<td>3. Online quizzes.</td>
<td>5%</td>
<td>See Schedule</td>
</tr>
<tr>
<td>4. Project Simulations</td>
<td>20%</td>
<td>See Schedule</td>
</tr>
</tbody>
</table>
**Research-Led Teaching**
Studies show that, when you explicitly link research and teaching, students become more aware of their learning, which can motivate them to learn more deeply. In this course you will become aware of published research and its importance; develop your ability to ask questions and answer them in a rigorous way; and engage in your own project.

**Feedback**

**Staff Feedback**
Students will be given feedback in the following forms in this course:

- Written comments on draft work
- Comments to individuals on their developing work
- Feedback to the class

**Student Feedback**
ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

For more information on student surveys at ANU and reports on the feedback provided on ANU courses, go to: http://unistats.anu.edu.au/surveys/selt/students/ and http://unistats.anu.edu.au/surveys/selt/results/learning/

**Policies**
ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: http://policies.anu.edu.au/

Students are expected to have read the Code of Practice for Student Academic Integrity before the commencement of their course.

Key policies include:

- Student Assessment (Coursework)
- Student Surveys and Evaluations
- Assessment of Student Learning

**Communication**

**Email**
If necessary, the lecturer for this course will contact students on their official ANU student email address. Students wishing to contact the academic staff in this course must do using their official ANU email.

**Announcements**
Students are expected to check the Wattle site for announcements about this course, e.g. changes to assessments etc.
## COURSE SCHEDULE

<table>
<thead>
<tr>
<th>Session</th>
<th>Dates</th>
<th>Topic</th>
<th>Text Chapters</th>
<th>Topic Detail</th>
<th>Activities</th>
<th>Assignments</th>
<th>Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>21-27 July</td>
<td>Projects in Organizations</td>
<td>1</td>
<td>Defining a “Project” &amp; The Project Lifecycle. Online class (Adobe Connect)**</td>
<td>Online Course Materials</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>28 Jul-10 Aug</td>
<td>Project Initiation</td>
<td>2 &amp; 3</td>
<td>Project Selection &amp; The Project Manager. Introduction to Outcomes and ITO Model. Online class (Adobe Connect)**</td>
<td>Online Course Materials</td>
<td>Discussion &amp; Quiz Assignment 1.1</td>
<td>10th Aug at 5pm</td>
</tr>
<tr>
<td>3</td>
<td>11-24 Aug</td>
<td>Project Initiation continued</td>
<td>4 &amp; 5</td>
<td>Managing Conflict/Negotiation &amp; The Project in Organizations. Online class (Adobe Connect)**</td>
<td>Online Course Materials</td>
<td>Discussion &amp; Quiz PTB Simulation</td>
<td>24th Aug at 5pm</td>
</tr>
<tr>
<td>4</td>
<td>25 Aug-5 Sept</td>
<td>Project Planning</td>
<td>6 &amp; 7</td>
<td>Project Activity and Risk &amp; Budgeting. Online class (Adobe Connect)**</td>
<td>Online Course Materials</td>
<td>Discussion &amp; Quiz Assignment 1.2 PTB Simulation</td>
<td>5th Sept at 5pm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>** Two week teaching break from Monday 8 September to Friday 19 September</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>22 Sept-5 Oct</td>
<td>Project Planning continued</td>
<td>8 &amp; 9</td>
<td>Scheduling &amp; Resource Allocation. Online class (Adobe Connect)**</td>
<td>Online Course Materials</td>
<td>Discussion &amp; Quiz PTB Simulation</td>
<td>5th Oct at 5pm</td>
</tr>
<tr>
<td>6</td>
<td>6-19 Oct</td>
<td>Project Execution</td>
<td>10 &amp; 11</td>
<td>Monitoring and Control. Online class (Adobe Connect)**</td>
<td>Online Course Materials</td>
<td>Discussion &amp; Quiz PTB Simulation</td>
<td>19th Oct at 5pm</td>
</tr>
<tr>
<td>7</td>
<td>20-31 Oct</td>
<td>Project Termination</td>
<td>12 &amp; 13</td>
<td>Closure, Auditing &amp; Termination</td>
<td>Online Course Materials</td>
<td>Assignment 1.3</td>
<td>31st Oct at 5pm</td>
</tr>
</tbody>
</table>

Course ends on Friday 31st October, 2014

** Online classes will be held using Adobe Connect and students will be given information about how to attend these online classes. It is strongly recommended that all students attend all classes where new information will be covered and students will be given a chance to ask questions about the course materials.
ASSESSMENT REQUIREMENTS

Assessment Tasks

Assessment Task 1.1: Individual Project Plan – Project Charter

Purpose: To enable students to demonstrate and gain early feedback on their understanding of the role of projects and project managers in business.

Details of task: Your first step is to identify and describe the organisation you are working for, and outline an area of the business that needs improvement e.g. customer satisfaction. Then describe at least three project options that could solve this problem. Take these three options and describe in detail how the organisation would decide which option to proceed with to solve their business problem.

Once you have the selected project, then prepare the project charter including the overall importance of the activity to the business, the target benefits of the project, the role of various participants, and how to manage the activity.

Marking criteria:
- 40% Demonstrated understanding and application of the themes presented in the course materials
- 30% Conciseness and strength of arguments
- 20% All elements of the Project Charter included
- 10% Presentation and layout

Word limit: NOT more than 1500 words

Value: 10%

Presentation requirements: The deliverable is a professional project report, submitted as a single PDF file using Wattle.

Estimated return date: 1-2 weeks
Assessment Task 1.2: Individual Project Plan – Project Governance & Scope

Purpose: To develop understanding of the project management framework and common tools in addition to the material presented during seminars and self-study & to implement tools and techniques that are relevant during project initiation.

Details of task:
Using your project from Assignment 1.1, and building on the submitted work, implement the followings tools and techniques that are relevant for project approval.

Organise your work according to the following sections:
1. Strategic alignment:
   a) Describe the organisation and the relevant business unit
   b) Problems in the current process
   c) The funder and the project need
2. Statement of Scope (remember this section is very important and must have sufficient detail to show what is included and what is excluded from the project):
   a) Project objective
   b) Target outcomes
   c) Undesirable outcomes
   d) Proposed outputs
   e) Excluded outputs
3. Utilisation map:
   a) Analysis and Recommendations
4. Project governance:
   a) Develop a governance model for the project.
   b) Develop a detailed Organisational Breakdown Structure chart for the project.
5. Stakeholder management:
   a) Use the Power / Interest map to analyse stakeholders in the project
   b) Based on this analysis, suggest recommendations.

Marking criteria:
- 30% Correct use of tools and techniques
- 20% Detailed use of tools and techniques
- 20% Complete and clear analysis
- 30% Quality of managerial recommendations and clear writing

Word limit: 3000 words (excluding appendices)
Value: 10%

Presentation requirements: The deliverable is a professional project report, submitted as a single PDF file using Wattle.

Estimated return date: 1-2 weeks
Assessment Task 1.3: Individual Project Plan – Complete Project Plan

Purpose: To further develop understanding of the project management framework and common tools in addition to the material presented during seminars and self-study & to implement tools and techniques that are relevant during project initiation.

Details of task:
Using your project, and submitted work, from Assignment 1.1 and 1.2, implement the followings tools and techniques that are relevant for project approval. Organise your work according to the following sections:

1. Project scope:
   a) Develop the WBS; including at least 20 activities, in at least three levels of hierarchy.
   b) Explain the development of the WBS to be used in the project.

2. Activity description - Choose two project activities and specify for each of them:
   a) WBS Code
   b) Activity’s name
   c) Activity’s statement of work
   d) Responsible organisation / employee
   e) Quality requirements
   f) Activity’s duration
   g) Predecessors
   h) List of schedule milestones
   i) Resources
   j) Cost

3. Network diagram - develop a detailed list of project activities, including a WBS code, a task name, duration, immediate predecessors, type of dependency and lag / overlap and project milestones. Present the network diagram and recommend managerial decisions based on:
   a) The planned duration compared to the funder’s expectation
   b) Critical path analysis
   c) Slack analysis

4. Resource management:
   a) Analyse resource loads
   b) Recommend on managerial decisions based on resource analysis

5. Cost analysis:
   a) Analyse the planned project cost
   b) Execute a CBS analysis and make recommendations on how to reduce project cost.
   c) How much will it cost your organisation to reduce the project duration by 20%? What will you change in the project plan?
6. Risk analysis:
   a) Identify ten potential risk events
   b) Rank these risk events
   c) Suggest a mitigation plan to reduce project risk level of critical risk events

Analyse the impact of these changes on your plan

Marking criteria:
- 30% Correct use of tools and techniques
- 20% Effective use of tools and techniques
- 20% Complete and clear analysis
- 20% Quality of managerial recommendations
- 10% Clear writing

Word limit: 5000 words (excluding appendices)

Value: 35%

Presentation requirements: The deliverable is a professional project management plan, submitted as a single PDF file using Wattle.

Estimated return date: 1-2 weeks

Assessment Task 2: Engagement with Other Students

Purpose: To enable students to demonstrate and gain feedback on their understanding of the role of projects and project managers in business.

Details of task: Each discussion requires an original and well-thought out post drawing on the readings, and a reply to at least two other posts for each discussion – 4% for each discussion (2% for each post and 1% for each reply). Posts will be judged on the quality of the contribution. Discussion posts will be graded at the end of the session, so all posts must be posted to the Wattle discussion forum by Sunday evening at the end of the session (except Session 4 which ends on a Friday due to the mid-semester teaching break). See the course schedule for session dates.

Marking criteria:
Each discussion will be graded out of 4% (2% for each post and 1% for each reply). Posts will be judged on the quality of the contribution, conciseness and strength of arguments presented.

Word limit: Each discussion post should be about 300-400 words and each reply must contain at least 200 words.

Value: 20%

Estimated return date: 1-2 weeks
Assessment Task 3: Online Quizzes

**Purpose:** To enable students to demonstrate and gain feedback on their understanding of the role of projects and project managers in business.

**Details of task:** There will be five online quizzes during the semester. Each quiz will contain 10 randomised questions from the textbook readings. A student will have one opportunity to take each quiz.

**Marking criteria:**
Each student will receive a mark out of 10 for each quiz. These marks will be totalled and scaled to give a grade out of 5% as the final course grade.

**Word limit:** Not applicable

**Value:** 5%

**Estimated return date:** Quizzes will be graded immediately. Final scaled grade for the quizzes will be available at the end of the semester.

Assessment Task 4: Project Simulations

**Purpose:** To enable students to demonstrate and gain feedback on their understanding of the role of projects and project managers in business.

**Details of task:** There will be a number of project simulations to be completed during the semester. Students will have access to the Project Simulation Tool through Wattle where log on information will be provided during the semester. Upon completion of a simulation exercise, students will prepare a PDF report of the outcome of their simulation which will be submitted for grading together with a reflective report by the student outlining their understanding of the tasks and questions raised during the simulation and describing their solution (including how the solution was developed) for the simulation. Due dates will be outlined in the course schedule.

**Marking criteria:**
There will be four simulations to be completed by each student during the course, and each simulation report will be graded out of 5 marks. Marks will be given for completing the simulation, and demonstrating understanding of the tasks and questions raised during the simulation.

**Word limit:** Not applicable

**Value:** 20%

**Estimated return date:** 1-2 weeks
Examination
There will be no examination for this course.

Assignment submission

- The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University’s approach to managing Academic Integrity. For additional information regarding Turnitin please visit ANU Online.
- **Online Submission**: Assignments are submitted using the course Wattle site. Submitted assignments must include the cover sheet provided on Wattle. You must keep a copy of the assignment for your records.
- **Late submission of assignments** – rather than impose specified penalties for late submission we now will require all students to submit an application for special consideration if they are unable to meet the due date. In most cases, students will need to submit the work they have done thus far. The RSM Education Committee will assess all requests for special consideration and make a recommendation to the lecturer. This not only ensures consistency in approach across the school but also takes the “heat” from the lecturer about the type of penalty or adjustment required. We have left open the possibility of an extension in certain circumstances e.g. recommendation from the Disability Services Centre.
- **Use of assignments as exemplars** – at times lecturers like to provide students with examples of assignments of varying grades. This section advises students that their de-identified work may be used as an exemplar and provides the opportunity to opt out if they wish.
- **Identifying assignments by student number only** – to reduce the potential for bias when marking student work all assignments should now be identified by student number only.

Late submission of Assignments
If an assignment is submitted after the due date it will not be marked unless an application for Special Consideration is approved. An application for Special Consideration must:

- where relevant include a medical report completed by a medical practitioner (an ordinary "medical certificate" is not sufficient);
- include a copy of as much of the assignment as has been completed by the due time and date; and
- be submitted as soon as practicable, preferably before or on the due date.

In general, a successful application for Special Consideration will result in the marking of the work completed at the due date with some upward adjustment of the mark, rather than an extension of time. However, in extenuating circumstances, supported by appropriate documentation, an extension may be granted.

Note that decisions about Special Consideration are not made by the teaching staff for this course.
**Returning assignments**
All assignments will be marked by the lecturer within 1-2 week of submission. Assignment marks will be uploaded to the Wattle gradebook feature for the course. It is the responsibility of students to check that these recorded marks are in agreement with the marks written on returned assignments.

**Workloads**
Students taking this course are expected to commit at least 10 hours a week to completing the work. This will include:

- Weekly readings
- Private study
- Assignment preparation
- Some group work
- Working with material on Wattle

**Finalisation of Marks and Grades**
After marking is concluded, the lecturer will submit a report to the Committee of Examiners for the course recommending final marks and letter grades for each student. The Committee comprises, at a minimum, the Director of the Research School of Management, the lecturer, and at least one second examiner. The lecturer’s recommendations are based on the points accumulated by each student and judgments about individual student performance, guided by the ANU Policy on Coursework Assessment: [https://policies.anu.edu.au/ppl/document/ANUP_004603](https://policies.anu.edu.au/ppl/document/ANUP_004603). The Director of the Research School of Management then forwards the marks and grades to the Executive of the College of Business and Economics for final approval.

**Support for Students**
The University offers a number of support services for students. Information on these is available online from [http://students.anu.edu.au/studentlife/](http://students.anu.edu.au/studentlife/)

*Information about how this course fits into your Program, e.g. how it contributes to Majors and Minors, and whether or not it is a core course or an elective course, can be obtained from Study@ANU, your lecturer, or the College Student Advisers.*

**Prescribed Texts and Reference Materials**

**Prescribed Texts**

**Technology, Software, Equipment**
Students will need access to Microsoft Office (or similar) to complete their assignments. Students will also require access to the Internet to access Wattle and other Project Simulation tool/s.
Recommended Reading

Reference Books


Journal Articles (look on Wattle for links to some of these articles)


