[MGMT8005]
[Project Risk and Issues Management]
Semester 2, 2014 (Final)

Project risk & issues management explores the management of the risks and issues that arise before and during a project's execution. This involves: development of a conceptual framework, analysis of the way in which risks and issues influence project decisions, and examination of processes to manage risks and issues throughout the life of a project.

PRIM does not align with any particular methodology in risk and issue management. Armed with the theoretical principles and techniques that we will explore, students will be able to evaluate the appropriateness and gauge the limitations of the approaches used within their own organisations. AS/NZS ISO 31000:2009 (a case in point), is found to be a special instance of the general risk framework covered in PRIM.

The objective of PRIM is to equip students with essential skills that will enable them to participate meaningfully in the management of project risk and issues.
Mode of Delivery
There is one 3-hour seminar each week. (Subject to final enrolment number, an extended seminar may be required for the weeks of group presentations.)
Friday 5:00 PM – 8:00 PM, ANU CBE Bld LT1 (Building 26c)

Prerequisites
None

Incompatible Courses
None

Course Convenor/Lecturer:
Dr Ying-Yi Chih

Phone:
02-61257919

Email:
ying-yi.chih@anu.edu.au

Office hours for student consultation:
4:30pm-5:30pm on Thursdays and/or by appointment
Regular consultation hour location: CBE 2.17 Tutor Consultation Room
By-appointment meeting location: Room 1059, PAP Moran Building (26B)

Student administrator/s
RSM Student Office (Monday to Friday 9am to 5pm)

Phone:
6125 6737 or 6125 9839

Email:
Enquiries.rsm@anu.edu.au

Tutor(s) (optional)
N/A

http://programsandcourses.anu.edu.au

COURSE OVERVIEW

Learning Outcomes
Upon successful completion of the requirements for this course, students will be able to:
1. explain and illustrate the nature of risk and its impact on the project environment;
2. define, explain and illustrate the limitations of a risk management tool and techniques;
3. gauge the quality of a project risk management framework in real-life scenarios; and,
4. competently apply a risk management tool set.
Proposed Assessment (Summary): Assessment for this course will be confirmed after consultation with students at the first lecture 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>Description and detail of assignment</th>
<th>Specific requirements</th>
<th>Due Date</th>
<th>Value (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 (Practice-oriented)</td>
<td>Development of a Project Risk Management Plan (Individual work)</td>
<td>Assignment 1.1: Project Selection and Description</td>
<td>22nd Aug (Fri @ 4pm)</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assignment 1.2: Complete Project Risk Management Plan</td>
<td>5th Nov (Wed @ 4pm)</td>
<td>50%</td>
</tr>
<tr>
<td>A2 (Research-oriented)</td>
<td>Topic Analysis (Group work)</td>
<td>Assignment 2.1: Group Presentation and Discussion</td>
<td>10th and 17th Oct (in-class)</td>
<td>10%*</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Assignment 2.2: Written Report</td>
<td>24th Oct (Fri @ 4pm)</td>
<td>30%</td>
</tr>
<tr>
<td>Class Contribution</td>
<td>Individual</td>
<td>Contribution to in-class discussions</td>
<td>On-going</td>
<td>5%</td>
</tr>
</tbody>
</table>

*The presentation and discussion will be marked by me, as well as by all other students in class. The average of all students’ marks will count 30% of your final presentation mark; while my mark will count the remaining 70%.

Research-Led Teaching

This course will integrate the latest research on issues related to PRIM with practical tools and techniques. In particular, students are required to read selected research papers and lead discussions in class. Additionally, in groups, students are required to review and analyse the literature on a topic of their choices. All these together can enhance students’ analytical capability and bridge the gap between theory and practice.

Feedback

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

1. Feedback on in-class group exercises will be provided to the whole class the week after in verbal and PPT slides.

2. Students are also encouraged to email the lecturer with their specific questions about the courses and assignments. Emails will be responded in a reasonable time frame. Please do not send the lecturer the draft assignments.

3. Groups are encouraged to meet with the lecturer on a regular basis for the progress of group assignments. One meeting will be required.

4. Written comments will be provided in the returning assignments.

Important: Most updates and announcements for this course will be circulated via emails and/or Wattle site. Please ensure that your official ANU email address is effective and have access to Wattle.
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
### COURSE SCHEDULE (Subject to changes, see Wattle for regular updates)

* P-Prescribed Texts; B-Journal Articles (**Indicates an article of focus)

<table>
<thead>
<tr>
<th>Week</th>
<th>Theme / Topic / Module</th>
<th>Activity</th>
<th>Required student preparation*</th>
<th>Deadlines</th>
</tr>
</thead>
</table>
| 1 (25th July) | • Course introduction  
• What may happen if project risks and/or issues are not properly managed? | Lecture; in class discussion. | Course outline (available on Wattle) | |
| 2 (1st Aug) (No Seminar) | • Preliminary case study on Taiwan High Speed Railway (THSR) Project | Class work at home | Research on the Case Project (Questions will be posted on Wattle) | • Submit One-page self-introduction with a photo to Wattle by 4pm |
| 3 (8th Aug) | • Basic concepts of projects and project management (Brief Summary of MGMT7170) | Lecture; in class discussion. | Course slides (available on Wattle); P: Ch 2, 5, 6 | • Submit a preliminary case study on Taiwan High Speed Railway (THSR) Project to Wattle by 4pm (no late submission will be accepted) |
| 4 (15th Aug) | • Brief on THSR Project  
• Uncertainties, risks, opportunities and issues  
• Overview of industry standards and generic frameworks for project risk management  
• Q&As for A1.1 | Lecture; in class discussion. | Research on the Case Project; P: Ch 1, 3, 4; B: 1~3 | • Formulation of groups for in-class exercises |
| 5 (22nd Aug) | • Project risk management planning  
• Risk identification (objectives, tools/techniques)  
• Q&As on A2 | Lecture; in class discussion. | Example Papers for A2 (on Wattle)  
P: Ch 7, 8, 9; B: 4,5 | • Group formulation and topic selection for A2  
• Assignment 1.1: Project Selection and Description due |
| 6 (29th Aug) | • Risk analysis (qualitative and quantitative analysis methods) | Lecture; in class discussion. | PMBOK: Ch11 (available on Wattle); B: 6,7** | |
### COURSE SCHEDULE (cont’d) (Subject to changes, see Wattle for regular updates)

* P-Prescribed Texts; B-Journal Articles

<table>
<thead>
<tr>
<th>Week</th>
<th>Theme / Topic / Module</th>
<th>Activity</th>
<th>Required student preparation*</th>
<th>Deadlines</th>
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</thead>
</table>
| 7 (5<sup>th</sup> Sept) | • Risk analysis (qualitative and quantitative analysis methods) (cont’d)  
• Risk response planning | Lecture; in class discussions. | P: Ch12, 13; B: 8, 9, 10 | |
| 8 (12<sup>th</sup> Sept) | • Teaching Break | | | |
| 9 (19<sup>th</sup> Sept) | • Teaching Break | | | |
| 10 (26<sup>th</sup> Sept) | • Risk response planning (cont’d)  
• Risk allocation  
• Risk tracking and controlling | Lecture; in class discussion. | P: Ch 16; B: 10, 11, 12, 13,14,15 | |
| 11 (3<sup>rd</sup> Oct) | • Project opportunity management  
• Project issues and change management  
• Managing unknown unknowns | Lecture; in class discussion. | B: 16, 17 | |
| 12 (10<sup>th</sup> Oct) | • Group presentations and discussions (1) | In class group presentations and discussions | Group Presentations and Discussions | • Assignment 2.1: Group Presentations and Discussions (in class) |
| 13 (17<sup>th</sup> Oct) | • Group presentations and discussions (2) | In class group presentations and discussions | Group Presentations and Discussions | • Assignment 2.1: Group Presentations and Discussions (in class) |
| 14 (24<sup>th</sup> Oct) | • Project risk management vs. people vs. organization culture  
• Individuals’ risk attitude vs. project risk management  
• Organisation culture vs. project risk management  
• Guest Speaker (TBC) | Lecture; in class discussion. | P: Ch 17; B: 18, 19, 20 | • Assignment 2.2: Group Written Report due |
| 15 (31<sup>st</sup> Oct) | • Course summary  
• Q&A | Lecture; in class discussion. | | • Assignment 1.2: Complete Project Risk Management Plan (5<sup>th</sup> Nov by 4pm) |
ASSESSMENT REQUIREMENTS

Assessment Tasks

Assessment Task 1: Develop a Project Risk Management Plan

Details of task: Choose a project from your organisation or your private life. Implement the proper principles, tools and techniques covered in this course to develop a detailed project risk management plan. (Note: Students who have taken MGMT7170 should choose a different project to work on)

Assignment 1 has two components: A1.1 Project Selection and Description; and A1.2 A Complete Project Risk Management plan. Detailed requirements for each of these two components are specified below:

Assignment 1.1: Project Selection and Description

<table>
<thead>
<tr>
<th>Due Date</th>
<th>22nd Aug (4pm)</th>
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<tbody>
<tr>
<td>Value (%)</td>
<td>10%</td>
</tr>
<tr>
<td>Length</td>
<td>Less than 1000 words (excluding tables, figures, references and appendices) with 10% flexibility</td>
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</tbody>
</table>
| Instructions | Choose a project from your organization or your private life. Implement the proper principles, tools and techniques covered in this course to develop a detailed project risk management plan. Sections to be included in the complete plan are listed in the description of Assignment 1.2. For Assignment 1.1, you are required to submit a short report that provides a summary of the following information:
  1. Project background (Why this project is important? And the context, such as the business environment etc, of the project?)
  2. Project description
     2.1 Project outputs and target outcomes
     2.2 Project governance model
     2.3 Work Breakdown Structure (WBS)
     2.4 Estimated high-level project timeline and budget
     2.5 Critical assumptions about this project
| Purpose | Implement principles, tools and techniques that are relevant to the development of a project risk management plan |
| Marking Criteria | See below |
| Submission Details | See the Assignment Submission Section below |

Assignment 1.1: Project Selection and Description  Marking Criteria

<table>
<thead>
<tr>
<th>Needs much more work</th>
<th>Needs some more work</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
<th>Mark</th>
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<td>Content</td>
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<tr>
<td>Clear project background</td>
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<td>Clear project description</td>
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<td>Structure</td>
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<tr>
<td>Include all suggested sections</td>
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<tr>
<td>Professional formatting and layout</td>
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</table>
Assignment 1.2: Complete Project Risk Management Plan

Due Date | 5th Nov (4pm)
Value (%) | 50%
Suggested Length | Less than 4,000 words (excluding tables, figures, references and appendices) with 10% flexibility

Instructions
Choose a project from your organisation or your private life. Implement the proper principles, tools and techniques covered in this course to develop a detailed project risk management plan.

Organize your complete work according to the following sections:
1. Executive summary
2. Introduction (project background)
3. Project description
   3.1 Project outputs and target outcomes
   3.2 Project governance model
   3.3 Work breakdown structure (WBS)
   3.4 Estimated high-level project timeline and budget
   3.5 Critical assumptions about the project
4. Objectives and scope of the project risk management process
5. Roles and responsibilities of project participants in PRM process
6. Project risk management plan
   6.1 Project risk identification
   6.2 Project risk analysis
   6.3 Project risk management strategies
      6.3.1 Management strategies
      6.3.2 Resource estimation and budgeting
      6.3.3 Time frames
7. Project risk track and control
8. Project opportunity management
9. Conclusions
10. References and Appendix

Purpose
Implement principles, tools and techniques that are relevant to the development of a project risk management plan.

Marking Criteria
See below.
Submission Details
Individual work. See the Assignment Submission Section below

Assignment 1.2: PRM Plan Marking Criteria

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<tr>
<th>Needs much more work</th>
<th>Needs some more work</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
<th>Mark</th>
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<tbody>
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<td>Content</td>
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<tr>
<td>Provide clear background and context of the project</td>
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<td>Select and correctly use appropriate tools/techniques</td>
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<tr>
<td>Quality of managerial recommendations**</td>
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<td>Structure</td>
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<td>Include all suggested sections</td>
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<td>Professional formatting and layout</td>
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<td>Appropriate sentence structure, grammar and work limits</td>
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<tr>
<td>Total Marks</td>
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**A good plan should not just present “general truth.” Considerations should also be given the question “what you suggest the project manager (if your role is project risk manager) and/or senior
managers do in order to enable an effective management of project risk and issues given a circumstance?" Common trap: general recommendations that can fit in every project.

Assessment Task 2: Topic Analysis

Details of task: Conduct a literature review on one of the following topics. Please notify the lecturer on the group members and the topic your group has chosen. A maximum of two groups are allowed to work on a single topic. If your group intends to work on a topics not included in the following list, you will need to submit a justification for your decision and get approval from the lecturer. Please note that:

- For the assignment, please use recent articles to make sure that you have the most recent knowledge on the selected area. The results should add significant value to the discussions held in class, using multiple sources. The preference orders of references: A*/A journal articles, other-ranking journal articles, conference proceedings, industry standards and other online sources. Ranking of journals articles is available at http://www.arc.gov.au/era/era_2010/archive/era_journal_list.htm#1
- Reference styles should follow APA style. More information is available: https://academicskills.anu.edu.au/resources/handouts/writing-references-list-or-bibliography
- Report should follow the general formatting rules which is available on Wattle
- List of project risk management areas: (Note: Areas suggested below are broad. Your team is suggested to choose a more specific sub-topic within the selected area)
  1. Project risk management frameworks
  2. Project risk management practices in a selected industry/sector/country
  3. Project risk identification
  4. Project risk analysis
  5. Project risk management strategies
  6. Project risk monitor and control
  7. Project issues management
  8. Project opportunity management
  9. Influence of human factors (e.g., risk attitudes of project manager or risk manager) on project risk management
  10. Influence of organizational context (e.g., culture, organizational structures) on project risk management
  11. Influence of project context (e.g., project complexity) on project risk management
  12. Others (discussed with the lecturer)
- This assignment has two components: (1) A2.1: Group Presentation and Discussion; and (2) A2.2: Written Report. Detailed requirements and the marking criteria for each of them are provided below.
Assignment 2.1: Topic Analysis: Group Presentation and **Discussion**

<table>
<thead>
<tr>
<th>Due Date</th>
<th>10th and 17th Oct (in-class)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (%)</td>
<td>10%</td>
</tr>
<tr>
<td>Suggested Length</td>
<td>20-25 mins for each group (15 mins for presentation and 10 mins for discussions) (Subject to change)</td>
</tr>
<tr>
<td>Instructions</td>
<td><strong>Important Note:</strong> This is not simply a presentation. Your team should evoke audience participation and lead class discussions during or at the end of presentation. Prepare power point slides (or posters) to assist you with the presentation and discussion. The presentation should discuss the key results from the topic analysis. Your team should also develop a set of questions to stimulate discussions. Each group has 15 minutes for its presentation, followed by a 10 min discussion session. As we are restricted in time, please ensure to finish your presentation and discussions within the allocated time. An unfinished presentation will result in losing points of your grade. All members of a group should be involved, but they may take different roles.</td>
</tr>
<tr>
<td>Purpose</td>
<td>This assignment helps students develop the skill to present and lead a discussion on the theoretical perspectives of topics in the domain of project risk and issues management.</td>
</tr>
<tr>
<td>Marking Criteria</td>
<td>See the marking rubric below.</td>
</tr>
<tr>
<td>Presentation Details</td>
<td>In class: A copy of the visual aid (e.g., slides) should be included as an appendix to the written report.</td>
</tr>
</tbody>
</table>

### Assignment 2.1: Group Presentation and Discussion Marking Criteria

<table>
<thead>
<tr>
<th></th>
<th>Needs much more work</th>
<th>Needs some more work</th>
<th>Satisfactory</th>
<th>Good</th>
<th>Excellent</th>
<th>Mark</th>
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</thead>
<tbody>
<tr>
<td>Effective time management</td>
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<tr>
<td>Familiarity with the materials (reading ≠ familiarity)</td>
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<td>Group cohesion and links between group members</td>
<td></td>
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<td></td>
<td>/10</td>
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<tr>
<td>Clarity of presentation (visual aid and verbal)</td>
<td></td>
<td></td>
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<tr>
<td>Engagement of and with audience (including discussions)</td>
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</tbody>
</table>

**Total Marks** /100

*The presentation will be marked by me, as well as by all other students in class. The average of all students’ marks will count for 30% of your final presentation mark; while my mark will count for the remaining 70%.*

Assignment 2.2: Topic Analysis: Written Report

<table>
<thead>
<tr>
<th>Due Date</th>
<th>24th Oct (4pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (%)</td>
<td>30%</td>
</tr>
<tr>
<td>Suggested Length</td>
<td>Less than 4,000 words (excluding tables, figures, references and appendices) with 10% flexibility</td>
</tr>
</tbody>
</table>
| Instructions | The written report should include the following sections:  
  1. Introduction. Teams should describe the objectives of this report and its contributions to the body of PRIM knowledge.  
  2. The significance of the selected topic. Teams should discuss the importance of the selected topic (e.g., project risk identification) in the overall project risk and issues management practices.  
  3. Research methodology. Teams should describe the methodology by which this literature review is conducted.  
  4. A review and analysis of relevant literature on the selected topic. Teams should review and analyse (e.g., group them into themes) the relevant literature. |
5. Theoretical implications. Teams should discuss the theoretical implications of the literature review. For example, what are possible future research directions?

6. Practical implications. Teams should discuss the practical implications of the review, such as how your research summaries can help companies in developing their capabilities in project risk and issues management?

<table>
<thead>
<tr>
<th>Purpose</th>
<th>This assignment allows students to explore the latest development in the domain of project risk and issues management.</th>
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</thead>
<tbody>
<tr>
<td>Marking Criteria</td>
<td>See the marking rubric below.</td>
</tr>
<tr>
<td>Submission Details</td>
<td>Group work (See the Assignment Submission Section below)</td>
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</tbody>
</table>

### Assignment 2.2: Written Report Marking Criteria

<table>
<thead>
<tr>
<th>Needs much more work</th>
<th>Needs some more work</th>
<th>Satisfactory</th>
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<td>Content</td>
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<tr>
<td>Provide clear background for the topic</td>
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<td>Clear description of research methodology</td>
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<tr>
<td>Detailed discussion on the latest research</td>
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<td>Quality of theoretical implications</td>
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<td>/15</td>
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<tr>
<td>Quality of practical implications</td>
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<td>Structure</td>
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<tr>
<td>Include all suggested sections</td>
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<td>Professional formatting and layout</td>
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<tr>
<td>Proper referencing and citations</td>
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<tr>
<td>Total Marks</td>
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</table>

### Class Contribution (Bonus Points)

You are expected to attend seminars and contribute to in-class discussions. Bonus points will be awarded for this component. Details are as below

<table>
<thead>
<tr>
<th>Due Date</th>
<th>On-going</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value (%)</td>
<td>5%</td>
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</table>

**Instructions**

This mark will be awarded at the Lecturer’s discretion based on your individual contributions to in-class discussions. Please note that raising and answering questions and participating in class discussions does not automatically guarantee a high level of contribution. Your inputs must add significant intellectual value to our discussions. Such examples may include, but are not limited to, raising and answering substantive issues and questions, sharing relevant ideas, observations, and personal experiences and pointing out relationships to earlier topics and discussions.

### Examination(s)

There are no examinations for this course.
Assignment submission

All written assignments need to follow the formatting rules (available on Wattle) and submit together with appropriate coversheets.

Submit both hard and electronic copies with corresponding coversheets

Online Submission: Assignments (in a single Word or PDF file) are submitted to Wattle. Submitted assignments must include the cover sheet provided on Wattle. You must keep a copy of the assignment for your records.

and

Hard Copy Submission: Assignments must be submitted to the School Office and include a cover sheet. Email and fax submissions are not acceptable. You must keep a copy of the assignment for your records.

Both hard and electronic copies need to be submitted before the specific due date and time (4pm). Otherwise the late submission penalty will be applied.

Identify your Assignment with your Student Number only

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Use of Assignments as exemplars and grade moderation

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

Late submission of Assignments

Late assignments will attract the following penalties and should still follow the same submission process as indicated above.

10% penalty per working day up to 5 days. Assignments will not be accepted more than five days after the due date.

If a special consideration is required, students must submit an application for Special Consideration including the following information:

- 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**
Assignments, once marked, will usually be returned during seminars. If they are ready for collection during a non-teaching period, assignments will be made available for collection from the RSM office. Please refer to your course website for notification of assignments being ready for collection. Queries regarding the marking or collection of assignments should be directed to your lecturer by email. Assignments not claimed during seminars will be kept at the RSM office. Students must present their ANU student card to collect an assignment. Assignments remaining in the RSM office at the beginning of week 3 in the following semester are destroyed.

**Resubmission of assignments**
Resubmission of assignments is not permitted after the deadline.

**Referencing requirements**
See the specific requirements under Assessment details

**Examination material or equipment**
N/A

**Tutorial and/or Seminar signup**
N/A

**Workload**
Students taking this course are expected to commit at least 10 hours a week to completing the work. This will include 3 hours per week in class and at least 7 hours a week on average (including non-teaching weeks) on course reading, research, writing and assignment work.

**Prescribed Texts and Reference Materials**

**Prescribed Texts**
Required Journal Article Reading: (Available on Wattle)


**Recommended Reading:** *(Available for borrowing if needed)*


**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:


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/)