MGMT7170
Tools and Techniques for Business Project Management

*Important:* please make sure you are enrolled in the correct delivery mode for this course. Once teaching commences you will not be able to transfer from one class mode of delivery to the other. To change your mode of delivery, please write to the RSM office at enquiries.rsm@anu.edu.au as you cannot change your enrolment on ISIS yourself.

Course Description
The objective of this course is to provide an introduction to practical project management techniques applicable to business projects in the private and public sectors. Concepts and techniques covered may include project specification, work breakdown structures, scheduling, network analysis, resource management and budgeting, risk analysis, reporting tools such as Gantt and PERT network charts, contractual issues, and, project termination.
<table>
<thead>
<tr>
<th>Semester and Year</th>
<th>Semester 1, 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course URL</td>
<td><a href="http://programsandcourses.anu.edu.au/course/MGMT7170">http://programsandcourses.anu.edu.au/course/MGMT7170</a></td>
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</tbody>
</table>

**Mode of Delivery**

Students will be introduced to the main topics related to the subject of the course. The required readings and PPT slides are provided and delivered online on Wattle.

For those who are enrolled in the blended on-campus delivery mode (**class number 3635**), there will be a 1.5 hour discussion seminar each week throughout the entire semester on Friday 6:00 PM – 7:30 PM at ANU CBE Bld LT4 (Building 26c). Please be noted that these seminars are designed for discussions and exercises related to individual topics, not for the delivery of course materials. You are required to complete the required readings and PPT slides provided on Wattle BEFORE the weekly discussion seminars.

For those who are enrolled in the fully online delivery mode (**class number 2366**), all discussions and exercises will be conducted online.

**Prerequisites**

As listed in Programs and Courses

**Incompatible Courses**

As listed in Programs and Courses

**Course Convener**

Dr Ying-Yi Chih

**Office Location:** Room 1059, PAP Moran Building (26B)

**Phone:** 02-61257919

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

**Consultation hours:**

*Please attend the consultation hours based on the delivery mode you are enrolled in. If you are enrolled in the fully online mode, please attend the online consultation hours.*

**On campus:** 4:30pm-5:30pm on Thursdays and/or by appointment at Room 1059, PAP Moran Building (26B).

**Online:** 3:00pm-4:00pm on Thursdays and/or by appointment (via Adobe Connect Conferencing)

**Bio and research interests**

http://rsm.anu.edu.au/research-school-of-management/people/?profile=Ying-Yi-Chih

**Tutor**

Ma. Aizanel Patenia

Phone: 02-6125 1525

Office: Room 1100, Copland Bld

Email: aizanel.patenia@anu.edu.au

**Student Administrators**

Research School of Management

Room 1088

Level 1, LF Crisp Building 26

Mon. – Fri. 9am – 5pm
COURSE OVERVIEW

Course Learning Outcomes
The course will examine project management approaches and processes required for succeeding in the workplace; it will attempt to provide practical tools to better manage projects and to provide an understanding of how projects can be better managed. The focus 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. Students will also understand the correct use of common project management software. Upon successful completion of the requirements for this course, students will be able to:

- explain and illustrate the organisational context and environment within which project management operates;
- define, explain and illustrate the project management framework and common tools;
- explain and illustrate the linkages and interrelationships of strategic deployment and project management from a strategic perspective;
- examine, reflect and comment upon contemporary issues in project management both globally and in Australia; and,
- communicate effectively in oral and written forms about business project management using appropriate concepts, logic and rhetorical conventions

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

Technology, Software, Equipment
General requirements for all:

- As the course materials will be delivered on Wattle, you need to get familiar with the Wattle environment. Specifically, you need to know how to access and navigate through the weekly course materials (e.g., required readings and PPT slides), how to participate in discussion forums and how to submit your assignments. You also need to have access to MS Project software in the second half of this semester. You may download a trial version online (please note the expiration date). Alternatively, you may use the computers at Copland Bld [24] lab G021 and Engineering Bld [32] lab G1(E145) on campus.

Additional requirements for online group (Class number 2366)

- In addition to the above general requirements, you are expected to get familiar with Adobe Connection concerning functions on Wattle as the weekly consultation hours will be conducted this way. To know more about the software and hardware requirements and set up for Adobe Connect, please refer to the “MGMT7170 Course Resource Materials” section on Wattle.

- Wiki is another useful tool on Wattle for facilitating your group discussions. The use of WiKi however is not mandatory for this course. To learn more about how to use WiKi, please refer to the “MGMT7170 Course Resource Materials” section on Wattle.
**Requisites**
You will need to contact the Research School of Management to request a permission code to enrol in this course.

**Student Feedback**
All CBE courses are evaluated using Student Experience of Learning and Teaching (SELT) surveys, administered by Planning and Statistical Services at the ANU. These surveys are offered online, and students will be notified via email to their ANU address when surveys are available in each course. Feedback is used for course development so please take the time to respond thoughtfully. Course feedback is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching and to improve courses across the university. For more information on student surveys at ANU and reports on feedback provided on ANU courses, visit [http://unistats.anu.edu.au/surveys/selt/students/](http://unistats.anu.edu.au/surveys/selt/students/) and [http://unistats.anu.edu.au/surveys/selt/results/learning/](http://unistats.anu.edu.au/surveys/selt/results/learning/)

**COURSE SCHEDULE**
This table provides an overview of the weekly topics throughout the semester. For specific required readings, PPT slide materials and discussion/exercise activities please refer to Wattle.

<table>
<thead>
<tr>
<th>Week</th>
<th>Topics</th>
<th>Deadlines</th>
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</table>
| 1    | Course Introduction | **[Non-assessment item]** Login to Wattle and complete the following activities by 4pm on Friday (6th March):
1. Join a group based on your enrolment.
2. Add an entry to introduce yourself to everyone in the course, including your name, educational/industry backgrounds and upload a photo.
3. Join a group for your A2 and ongoing weekly discussions/exercises. |
| 2    | Projects, Project Management and Project Performance | |
| 3    | Project Life and Project Governance Model (PGM) | **[A3: Weekly Discussion/Exercises]** by 4pm on Wed, 18th March. |
| 4    | Project Initiation and the Associated Tools/Techniques | **[A1.1: Project Selection and Description]** by 4pm on Friday, 27 March.  
<p>| 5    | Project Planning Overview and Project Scope Management | <strong>[A3: Weekly Discussion/Exercises]</strong> by 4pm on |</p>
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<tr>
<th>Date Range</th>
<th>Topics</th>
<th>Due Date</th>
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<tr>
<td>6 (20-24 April)</td>
<td>• Project Scheduling</td>
<td>• [A3: Weekly Discussion/Exercises] by 4pm on Wed, 22nd April.</td>
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<td>7 (27 April -1 May)</td>
<td>• Project Resource Management</td>
<td>• [A3: Weekly Discussion/Exercises] by 4pm on Wed, 29th April.</td>
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<td>9 (11-15 May)</td>
<td>• Project Monitor and Control and MS Project Software</td>
<td>• [A2: Group Literature Review Report] by 4pm on Friday, 15 May.</td>
</tr>
<tr>
<td>11 (25-29 May)</td>
<td>• Course Summary</td>
<td>• [A1.2: Complete Project Plan] by 4pm on Wed, 3 June.</td>
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**COURSE ASSESSMENT**

**Assessment Summary**

<table>
<thead>
<tr>
<th>Assessment item</th>
<th>Description and detail of assignment</th>
<th>Specific requirements</th>
<th>Due Date</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>A1 (Practice-oriented)</td>
<td>Project Plan (Individual work)</td>
<td>A1.1: Project selection and description</td>
<td>27th March (4pm)</td>
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<td></td>
<td></td>
<td>A1.2: Complete project plan</td>
<td>3rd June (4pm)</td>
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<tr>
<td>A2 (Research-oriented)</td>
<td>Topic Analysis (Group work)</td>
<td>A2: Group Topic Analysis Report</td>
<td>15th May (4pm)</td>
<td>30%</td>
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<tr>
<td>A3</td>
<td>Weekly discussions/exercises (Group work)</td>
<td>Complete weekly discussions/exercises</td>
<td>On-going</td>
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<tr>
<td>Class Contribution (Bonus)</td>
<td>Individual</td>
<td>Contribution to the discussions and learning of this course</td>
<td>On-going</td>
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Assessment Tasks

Assessment Task 1: Develop a Project Management Plan

Details of task: Choose a project from your organization or your private life. Implement the proper tools and techniques covered in this course to develop a detailed project plan. Sections to be included in this plan are listed in the description of Assignment 1.2. *(Note: Students who have taken MGMT8005 must choose a different project to work on).*

This assignment has two components: (1) A1.1: Project Selection and Description and (2) A1.2: Complete Project Plan. Detailed requirements and the marking criteria for each of them are provided below.

A1.1: Project Selection and Description

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Mon 27th March (4 pm)</th>
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<tr>
<td>Suggested Length</td>
<td>Less than 1000 words (excluding tables, figures, references and appendices) with 10% flexibility</td>
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Instructions: For A1.1, you are required to submit a report that provides the following information. **Please note that:** (1) the questions under each section are simply to guide you on the preparation of section. All assignments need to be in form of a professional report not a Q&A format; (2) responding to all these questions does not necessarily guarantee a high mark. The responses need to be provided at a sufficient level of details with relevant discussions.

1. Project background
   - Which are the funding organization and performing units?
   - What is the business environment of the funding organization? (if it is a new business project, what is the external environment?)
   - Why the selected project is important to the funding organization?
   - Is there other important background information that may enhance the chance of your project plan being approved?

2. Project description
   2.1 Project outputs and target outcomes
   - What are target outcomes? Are they being clearly defined according to the target outcome attributes we discussed?
   - What are project outputs? Do they have clear specifications and requirements?
   - Are there any managerial recommendations that can be drawn from this section?

   2.2 Project governance model
   - Who are project participants and their roles in the selected project? Is this information also clearly presented in PGM figure?
   - What are their specific responsibilities in the selected project?
   - Are the roles and responsibilities specifically defined and tailored to the selected project?
   - Are there any managerial recommendations that can be
2.3 Critical assumptions about this project
- What are the critical assumptions about the project?
- Are there any managerial recommendations that can be drawn from this section?

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Implement tools and techniques that are relevant during project planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>Marking Criteria</td>
<td>See below</td>
</tr>
<tr>
<td>Submission Details</td>
<td>Individual work. See the Assignment Submission Section below</td>
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### A1.1: Project Selection and Description Marking Criteria

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<th>Excellent</th>
<th>Mark</th>
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<td><strong>Content</strong></td>
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<tr>
<td>Clear project background</td>
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<td>Include all suggested sections</td>
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**Total Marks** /100

### Assignment 1.2: Complete Project Plan

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<tr>
<td>Weighting (%)</td>
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<tr>
<td>Suggested Length</td>
<td>Less than 4000 words (excluding tables, figures, references and appendices) with 10% flexibility</td>
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</table>
| Instructions    | Organize your complete work according to the following sections. Please note that your A1.1 (revised based on my comments) will be integrated into this Assignment in Section 2 and 3.  
1. Executive summary  
   - What are the key points covered in this project plan?  
2. Project background  
   - See A1.1  
3. Project description  
   3.1 Project outputs and target outcomes  
   - See A1.1  
   3.2 Project governance model |
3.3 Critical assumptions about this project

4. Work breakdown structure (WBS)
   - Is your WBS able to support your project output delivery and is at sufficient level of details and in correct format?
   - Are your work packages being clearly described with respect to how the work will be performed?
   - Are there any managerial recommendations that can be drawn from this section?
   - Is there other important information regarding this section?

5. Project schedule management plan
   - Are the precedence relationships among work packages being clearly specified?
   - Is the ES/EF/LS/LF/TF/FF information of all WBS components being clearly specified?
   - Are critical activities being clearly specified in Gantt Chart and/or Network Diagram?
   - Are there any managerial recommendations that can be drawn from this section?
   - Is there other important information regarding this section?

6. Project resource management plan
   - Are the required resources and their constraints being clearly defined for the selected project? What are the basis of your estimations and information sources?
   - Is your RBS clear enough and at the correct format?
   - Are the resources allocated to WBS and have you provided sufficient information on the resource loading tables and figures?
   - Are there any managerial recommendations that can be drawn from this section?
   - Is there other important information regarding this section?

7. Project cost management plan
   - Are the estimated cost for the entire project and all WBS components being clearly defined?
   - What are the basis of your estimations and information sources?
   - What are the time-phased budget for the project and all WBS components?
   - Are there any managerial recommendations that can be drawn from this section?
   - Are there any managerial recommendations that can be drawn from this section?
   - Is there other important information regarding this section?

8. Project control and reporting plan
   - What is the monitor and control plan for schedule and cost management? Is there any template?
   - What is the project review meeting plan? Is there any template?
   - Is there other important information regarding this section?

9. Conclusions (managerial recommendations)
   - What are the key conclusion of the project plan and any project level managerial recommendations?
### Purpose
Implement tools and techniques that are relevant during project planning

### Marking Criteria
See below.

### Submission Details
Individual work. See the Assignment Submission Section below

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**Assignment 1.2: Complete Project Plan – Marking Criteria**

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<th>Needs some more work</th>
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<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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<td>Quality of managerial recommendations**</td>
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**Total Marks** /100

**A good plan should not just present “general truth.” Considerations should also be given the question “what you suggest the senior managers do in order to enable an effective management of this project given a circumstance?” Common trap: general recommendations that can fit in every project.**

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**Assessment Task 2: Topic Analysis**

**Details of task:** Review one of the following topics in a group of 5 people. Please notify the lecturer on the group members and the topic your group has chosen. **If your group intends to work on a topics not included in the following list, please discuss with the lecturer.**

- 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 on Wattle.
- Reference styles should follow APA style. More information is available: http://www.apastyle.org/
- List of project management areas. Please note that **areas suggested below are broad. Your team is suggested to choose a more specific sub-topic within the selected area**
  1. Project benefit management (also known as benefit realization management)
  2. Project scope management
  3. Project schedule management
  4. Project resource management
5. Project cost management
6. Project quality management
7. Project team development
8. Project-based organisations
9. Others (discussed with the lecturer)

Assignment 2: Group Topic Analysis Report

<table>
<thead>
<tr>
<th>Due Date</th>
<th>Mon 15th May (4 pm)</th>
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<tbody>
<tr>
<td>Weighting (%)</td>
<td>30%</td>
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<tr>
<td>Suggested Length</td>
<td>Less than 4,000 words (excluding tables/figures/appendices/references) with 10% flexibility</td>
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</table>
| Instructions   | The written report should include the following sections. **Please note:** (1) the sectional questions below are structured using the topic of “project knowledge management” as an example. Your group should replace that with the topic of your selection; (2) this is a literature review report. So your group’s arguments should be supported by the literature.  
1. The importance of this area in project management  
   • What is project knowledge management?  
   • Why project knowledge management is important to project management?  
2. The latest development of this area  
   • What are the focuses of research on project knowledge management and their key findings in the last 5-10 years? (Your group may need to expand/limit your search subject to the number of articles you find).  
3. An explanation and demonstration of two concepts  
   • Choose two tools or theories or frameworks etc that serve the same (or at least similar) purpose and describe in details how each of them works? You need to start with why your group selects these two and then move on to descriptions.  
4. A comparison of the described concepts/tools  
   • What are the criteria your group will use for the comparison and their definitions?  
   • Compare the two tools/frameworks/theories you described in Section 3 against the above list of the criteria.  
5. Practical implications and limitations  
   • In reference to Section 3, what are the difficulties in applying the two discussed concepts/tools/methodologies to practice? And what your group suggests can be done to improve their applicability?  
6. Theoretical implications and limitations  
   • In reference to Section 2, what topics in the area of project knowledge management your group consider it as under-studied? What are your group’s suggestions for future research topics in the area of project knowledge management?)  
| Purpose        | This assignment allows students to explore the latest development in the domain of project management. |
| Marking        | See the marking rubric below. |
Note that all team members will receive the same mark for this assignment. It is very important that your group works as team to sort out disputes/disagreements and avoid the free-rider problem. Shall there any issue arise, your group needs to notify the lecturer as early as possible and provide the supporting evidence (e.g., email correspondences and work submitted by your team members).

Assignment 2: Group Topic Analysis Report_Marking Criteria

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<tr>
<th>Criteria</th>
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<td>Provide clear background for the topic</td>
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<td>Detailed discussion on the latest development</td>
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<td>Clear illustration of the selected tools/concepts</td>
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<td>Clear comparison of the selected tools/concepts</td>
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<tr>
<td>Quality of the discussion on limitations and recommendations</td>
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<td>Total Marks</td>
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Assessment Task 3: On-going weekly discussions/exercises

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<tbody>
<tr>
<td>Value or Weighting (%)</td>
<td>10%</td>
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</table>
| Instructions | Each Thursday (except 1st and 11th week), a set of discussion/exercise activities will be posted on Wattle by 10am. Your group needs to work on those and submit your group’s responses (with the consensus from all team members).

For online group (class number 2366), you will be working on the discussion/exercises with your group on online discussion forums. For blended on campus group (class number 3635), you will be working on the discussion/exercises with your group during the allocated face-to-face seminars and possible outside the seminar hours if your group wish.

For both classes, a single WORD or PDF file documenting your group’s
responses will need to be submitted to Wattle by 4pm the following Wednesday. For example, if the discussion/exercises are posted by 10am on Thursday (12th March), your group needs to submit the response by 4pm on Wednesday (18th March). **No late submission will be accepted for this assignment.**

There will be a total of 8 sets of discussion/exercise activities across this semester. These activities/discussions are designed alongside your individual assignment (A1) requirements. So besides that it counts toward 10% of your mark, it is very important that you participate and contribute to these.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>This assignment allows students to apply what they learn to a real project setting and clarify potential confusion over topics.</th>
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</thead>
<tbody>
<tr>
<td>Marking Criteria</td>
<td>See the marking rubric below.</td>
</tr>
<tr>
<td></td>
<td><strong>Note that, unless your team members miss the face-to-face seminars (for class number 3635) or obviously do not contribute to discussion forums (for class number 2366), all team members will receive the same mark for this assignment. It is very important that your group works as team to sort out disputes/disagreements and avoid the free-rider problem.</strong></td>
</tr>
<tr>
<td>Submission / Presentation Details</td>
<td>Group work. See the Assignment Submission Section below</td>
</tr>
</tbody>
</table>

**A3: Marking Scale for Weekly Discussion/Exercise Activities**

<table>
<thead>
<tr>
<th>Mark</th>
<th>0</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>No submission</td>
<td>Submission reflects a certain level of thinking but not clearly linked to the theoretical foundation of course materials</td>
<td>Submission reflects critical thinking with a strong link to the theoretical foundation of course materials and/or other relevant knowledge</td>
</tr>
</tbody>
</table>

**Bonus Class Contribution Points**

The success of a learning community, given it is face-to-face or online, depends substantially on the contribution of all involved (not just the Lecturer). Thus you are encouraged to contribute to the course in addition to the assignment requirements.

<table>
<thead>
<tr>
<th>Due Date</th>
<th>On-going</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting (%)</td>
<td>5%</td>
</tr>
<tr>
<td>Instructions</td>
<td>This mark will be awarded at the Lecturer’s discretion based your individual contributions to this course. Please be noted that raising and answering questions and/participate in weekly discussions/exercises 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.</td>
</tr>
</tbody>
</table>
Assignment Submission
All assignments for this course need to be submitted online to course Wattle site. Assignments submitted through Wattle no longer require cover sheets. Please keep a copy of the assignment for your records.

- For individual assignment submissions, please submit only a single WORD or PDF file and name your file as: Assessment Title_your SID (e.g., A1.1_S12345679).

- For group literature review, only one submission is required for each group. Please submit only a single WORD or PDF file and name your file as: Assessment Title_your group’s topic (e.g., A2_Project Schedule Management).

- For weekly discussion/exercise activities, only one submission is required for each group. Please submit only a single WORD or PDF file and name your file as: Assessment Title_Week # (e.g., A3_Week2).

All submissions need to be completed before the specific deadlines; otherwise, late submission penalty (as listed below) will be applied, except that no late submission will be accepted for A3.

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

5% 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
All assignments will be marked and feedback be provided on course Wattle site.

Resubmission of Assignments
You are allowed to resubmit your assignments before the specific deadlines. Any submission done after the deadline will be considered as a late submission and the above listed penalty conditions will apply.
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.

Examinations
There are no examinations for this course.

Scaling
Your final mark for the course will be based on the raw marks allocated for each assignment or examination. However, your final mark may not be the same number as produced by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed or equal the scaled mark of that student), and may be either up or down.

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:

Referencing Requirements
See the specific requirements under Assessment details

READING LISTS

Prescribed Textbook

Required Supporting Articles (Available on Wattle under their corresponding weekly topics)

TUTORIAL AND/OR SEMINAR REGISTRATION

Depending on enrolment, the weekly discussion arrangement will vary.

• **Online group (class number 2366).** The weekly discussion/exercise will be conducted through online discussion forums. There will be no dedicated time slot for the weekly discussion/exercises. Each group needs to decide on your own working pattern. **Please mind the deadline for the submission of your group’s responses.**

• **On campus group (class number 3635).** Weekly discussions/exercise will take place from 6pm-7:30pm on Fridays at CBE LT4. Your group can continue to work on the exercises/activities after the seminars at your own arrangement. **Please mind the deadline for the submission of your group’s responses.**

COMMUNICATION

Email
The lecturers and tutors for this course will contact students on their official ANU student email address. Information about your enrolment and fees from the Registrar and Student Services’ office will also be sent to this email address. Please ensure your official ANU email address is effective.

Announcements
Students are expected to check the Wattle site for announcements about this course, e.g. changes to discussion seminars, course materials/discussions and latest updates. Notifications of emergency cancellations of on campus discussion seminars will be posted on the door of the relevant room.

Course URLs
More information about this course may be found on:

• Programs and Courses (http://programsandcourses.anu.edu.au/2014/Catalogue )

• the College of Business and Economics website (http://cbe.anu.edu/courses) and
• Wattle (https://wattle.anu.edu.au), the University's online learning environment. Log on to Wattle using your student number and your ISIS password.

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: https://policies.anu.edu.au/ppl/index.htm.

Policy information on examinations and assessments can be found on the College of Business and Economics website at: http://cbe.anu.edu.au/students/student-information/examinations-assessment/

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