[MGMT3002]
[Techniques for Business Project Management]
Semester 2, Final

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.

**Mode of Delivery**
There is one 3-hour seminar each week (Subject to final enrolment number, an extended 4-hour seminar may be required for the week of group presentations.)
Wednesday 1:00 PM – 4:00 PM, Arndt Lecture Theatre 2

**Prerequisites**
To enrol in this course you must have completed 72 units.

**Incompatible Courses**
N/A

**Course Convener:**
Dr Ying-Yi Chih
Phone: 02-61257919
Email: ying-yi.chih@anu.edu.au

**Research Interests**
Public Project Management; Value Co-creation; Public-Private Partnerships

**Office hours for student consultation:**
3:30pm-4:30pm on Fridays and/or by appointments
Weekly regular consultation hour location: CBE Building Tutor Consultation Room 2.17
By appointment consultation location: Room 1059, PAP Moran Building (26B)

**Tutor(s)**
TBC

**Student Administrators**
Research School of Management
Room 1088
Level 1, LF Crisp Building 26
Mon. – Fri. 9am – 5pm
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
- the development and presentation of oral and written reports
- formal and informal classroom debate
- develop critical and creative thinking skills through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
- debate and classroom discussion
- to develop leadership skills through structuring an independent group project
- leading a project and a group exercise
- fulfilling spokesperson duties, reporting on a group's activities to a class

Assessment Summary

<table>
<thead>
<tr>
<th>Assessment item</th>
<th>Description of assignment</th>
<th>Specific requirements</th>
<th>Due Date</th>
<th>Weighting (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1 (Research-oriented)</td>
<td>Topic Analysis (Individual work)</td>
<td>Literature review report</td>
<td>22nd Sept (4pm)</td>
<td>20%</td>
</tr>
<tr>
<td>A2 (Practice-oriented)</td>
<td>Project Plan (Group Work)</td>
<td>A2.1: Project presentation</td>
<td>14th Oct (In-class)</td>
<td>10%</td>
</tr>
<tr>
<td></td>
<td></td>
<td>A2.2: Complete project plan</td>
<td>20th Oct (4pm)</td>
<td>30%</td>
</tr>
<tr>
<td>A3</td>
<td>Final Exam (Individual work)</td>
<td>2-hour exam</td>
<td>Exam period (TBA)</td>
<td>40%</td>
</tr>
<tr>
<td>Class Contribution (Bonus)</td>
<td>Individual work</td>
<td>Attend seminars and contribute to in class discussions</td>
<td>On-going</td>
<td>5%</td>
</tr>
</tbody>
</table>
**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 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, but only the specific questions.

3. Groups are encouraged to meet with the lecturer on a regular basis for the progress of group assignments. At least 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.


**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/](http://policies.anu.edu.au/)

Students are expected to have read the Academic Misconduct Rules 2014 before the commencement of their course.


Other key policies include:

- Student Assessment (Coursework)
- Student Surveys and Evaluations

**Additional course costs**

Students may need to purchase the textbook.
# COURSE SCHEDULE

(Subject to changes, see Wattle for regular updates)

*A-Text Book; B-Journal Articles*

<table>
<thead>
<tr>
<th>Week (Date)</th>
<th>Theme / Topic / Module</th>
<th>Activity</th>
<th>Required student preparation</th>
<th>Deadlines</th>
</tr>
</thead>
</table>
| 1 (22nd July) | • Course introduction  
• Basics of projects: Project definition and characteristics; project life cycle | Lecture; in class discussion. | • Course outline (available on Wattle)  
• A-Ch 1 |  |
| 2 (29th July) | • Overview of project management  
  o Projects/Programs/Portfolios vs. Company Strategies  
  o Project outputs vs. outcomes  
  o Project success vs. PM success | Lecture; in class discussion | • B- Munns and Bjeirmi (1996); Zwikael and Smyrk (2012) | • Submit a “One-page self-introduction” briefying your personal background (with your photo) and expectation from the class to Wattle by 4pm on 28th July.  
• In-class: Group Formulation for A2 and project selection |
| 3 (5th Aug) | • Project governance model  
• Project initiation  
  o Tools and techniques for comparing alternatives  
  • A1 Info and A2 Q&As | Lecture; in class discussion | • A-Ch 2; B- Kloppenboge and Tesch (2015)  
• Read A1 & A2 requirements  
• Read A1 example papers on Wattle |  |
| 4 (12th Aug) | • Project planning: WBS and scope requirements  
• Project scheduling | Lecture; in class discussion. | • A- Ch 6.1~6.2; Ch 8 |  |
| 5 (19th Aug) | • Project scheduling (cont’d)  
• Project resource management and human resource | Lecture; in class discussion. | • A-Ch 6.3 ; Ch 9.2~9.4  
• B- Hodgson et al. (2011); Laufer et al.(2015) | • MS Project Management Computer lab arrangement |
| 6 (26th Aug) | • Project cost management  
• Project crashing (time-cost trade-offs) | Lecture; in class discussion. | • A- Ch 7.1~7.2; Ch 9.1 |  |
<table>
<thead>
<tr>
<th>Week (Date)</th>
<th>Theme / Topic / Module</th>
<th>Activity</th>
<th>Required student preparation</th>
<th>Deadlines</th>
</tr>
</thead>
<tbody>
<tr>
<td>7 (2\textsuperscript{nd} Sept)</td>
<td>• MS Project Computer lab (to be confirmed)</td>
<td>Computer lab</td>
<td>• MSP Handouts</td>
<td></td>
</tr>
<tr>
<td>8 (9\textsuperscript{th} Sept)</td>
<td>• Teaching Break</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9 (16\textsuperscript{th} Sept)</td>
<td>• Teaching Break</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 10 (23\textsuperscript{rd} Sept) | • Mid Semester review  
• Project control & closure  
• Project risk management | Lecture; in class discussion. | • Course materials up-to-date  
A- Ch 6.5; Ch 10.3 | • A1 Topic Analysis report due on 22\textsuperscript{nd} Sept (4pm) |
| 11 (30\textsuperscript{th} Sept) | • Individual A2 group meetings | | • Prepare for meetings | |
| 12 (7\textsuperscript{th} Oct) | • Project risk management (cont’d) | Lecture; in class discussion. | • Ch 6.5 (cont’d) | |
| 13 (14\textsuperscript{th} Oct) | • A2.1: Project Presentation (Possibly an extended 4-hour seminar) | Group Presentations | | • A2.1: Project Presentations (in class) |
| 14 (21\textsuperscript{st} Oct) | • Human factors in project management  
• Project management vs culture | Lecture; in class discussion. | • A- Ch5; Gray (2001) | • A2.2: Project Plan Due on 20\textsuperscript{th} Oct (4pm) |
| 15 (28\textsuperscript{th} Oct) | • Course Summary and Review Session | | | |
ASSESSMENT REQUIREMENTS

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 the ANU Online website.

Students may choose not to submit assessment items through Turnitin. In this instance you will be required to submit, alongside the assessment item itself, copies of all references included in the assessment item.

Assessment Tasks

Assessment Task 1: Topic Analysis

Details of task: Choose one topic from the following list and conduct a literature review. Topic selection activity will be arranged through Wattle. If you intend 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: 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 management areas: (Note: Areas suggested below are broad. You are suggested to choose a more specific sub-topic within the selected area)
  1. Project performance
  2. Project benefit management (also known as benefit realization management)
  3. Project management in the public sector
  4. Project schedule management
  5. Project cost management
  6. Project team development
  7. Project scope management
  8. Project-based organisations
  9. Project risk management
  10. Others (discussed with the lecturer)

Detailed requirements and the marking criteria for this assignment are provided below.
Assignment 1: Topic Analysis: Written Report

<table>
<thead>
<tr>
<th>Due Date</th>
<th>22nd Sept (4pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting (%)</td>
<td>20%</td>
</tr>
<tr>
<td>Suggested Length</td>
<td>Less than 2,000 words (excluding tables, figures, references and appendices) with 10% flexibility</td>
</tr>
<tr>
<td>Instructions</td>
<td>The written report should include the following sections:</td>
</tr>
<tr>
<td></td>
<td>1. Introduction.</td>
</tr>
<tr>
<td></td>
<td>• The definition of your topic (e.g., what is project schedule mgmt.?)</td>
</tr>
<tr>
<td></td>
<td>• The significance of the selected topic (e.g., why project schedule mgmt. is important to PM)</td>
</tr>
<tr>
<td></td>
<td>2. Research methodology.</td>
</tr>
<tr>
<td></td>
<td>• Explain the methodology by which this literature review is conducted (e.g., the key words used and the initial search results, the article selection criteria etc).</td>
</tr>
<tr>
<td></td>
<td>3. Analysis of relevant literature on the selected topic.</td>
</tr>
<tr>
<td></td>
<td>• Determine and define the research themes for analysis</td>
</tr>
<tr>
<td></td>
<td>• Categorize prior research into the corresponding themes and present their key findings</td>
</tr>
<tr>
<td></td>
<td>4. Theoretical implications.</td>
</tr>
<tr>
<td></td>
<td>• What are the research gaps and future research directions?</td>
</tr>
</tbody>
</table>

Purpose

This assignment allows students to explore the latest development in the domain of project risk and issues management.

Marking Criteria

<table>
<thead>
<tr>
<th>Content</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>
</tr>
</thead>
<tbody>
<tr>
<td>Provide clear background for the topic</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Clear description of research methodology</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/15</td>
</tr>
<tr>
<td>Detailed discussion on the latest research</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/30</td>
</tr>
<tr>
<td>Quality of theoretical implications</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/15</td>
</tr>
<tr>
<td>Structure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/5</td>
</tr>
<tr>
<td>Include all suggested sections</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/5</td>
</tr>
<tr>
<td>Professional formatting and layout</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Appropriate sentence structure, grammar &amp; work limits</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/5</td>
</tr>
<tr>
<td>Proper referencing and citations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Total Marks</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/100</td>
</tr>
</tbody>
</table>

Assignment 1: Written Report Marking Criteria

Assessment Task 2: Develop a Project Management Plan

Details of task: Form a group and 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 2.2. (**Note: It is highly recommended that you consult with me before you start to work on your A2**)

This assignment has two components: (1) A2.1: Group project presentations and (2) A2.2: Complete Project Plan. Detailed requirements and the marking criteria for each of them are provided below.

**Assignment 2.1: Group Project Presentation**

<table>
<thead>
<tr>
<th>Due Date</th>
<th>14th Oct in class <strong>(Possibly an extended 4-hour session)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting (%)</td>
<td>10%</td>
</tr>
<tr>
<td>Suggested Length</td>
<td>20 mins for each group (15 mins for presentation and 5 mins for Q&amp;A) <strong>(Subject to change)</strong></td>
</tr>
</tbody>
</table>
| Instructions   | **Rule of thumb: Assume that you are pitching the project to the project owner and steering committee for funding.**
|                | Prepare power point slides (or posters) to assist you with the presentation. The presentation should discuss the key results from the topic analysis.
|                | Each group has 15 minutes for its presentation, followed by a Q&A session for 5 minutes. As we are restricted in time, please ensure to finish your presentation within the allocated time. An unfinished presentation will result in losing points of your grade.
|                | All members of a group should be involved in the presentation, but they may take different roles. |

**Purpose**

This assignment helps students develop the skill to present the findings in the domain of project management.

**Marking Criteria**

See the marking rubric below.

**Submission / Presentation Details**

In class. A copy of the final PPT slide must be included as an appendix to the project plan.

---

**Assignment 2.1: Group Project Presentation - 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>
</tr>
</thead>
<tbody>
<tr>
<td>Effective time management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Familiarity with the materials (reading ≠ familiarity)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/30</td>
</tr>
<tr>
<td>Group cohesion and links between group members</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Clarity of presentation (visual aid and verbal)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/30</td>
</tr>
<tr>
<td>Engagement of and with audience (including Q&amp;A)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/20</td>
</tr>
</tbody>
</table>

**Total Marks**

/100
Assignment 2.2: Project Plan-Complete Report

<table>
<thead>
<tr>
<th>Due Date</th>
<th>20th Oct (4 pm)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting (%)</td>
<td>30%</td>
</tr>
<tr>
<td>Suggested Length</td>
<td>Less than 4,000 words (excluding tables/figures/appendices/references)</td>
</tr>
<tr>
<td>Instructions</td>
<td>Organize your complete work according to the following sections:</td>
</tr>
<tr>
<td></td>
<td>1. Executive summary</td>
</tr>
<tr>
<td></td>
<td>2. Project background</td>
</tr>
<tr>
<td></td>
<td>3. Project description</td>
</tr>
<tr>
<td></td>
<td>3.1 Project outputs and target outcomes</td>
</tr>
<tr>
<td></td>
<td>3.2 Project governance model</td>
</tr>
<tr>
<td></td>
<td>3.3 Critical assumptions about this project</td>
</tr>
<tr>
<td></td>
<td>4. Work breakdown structure (WBS)</td>
</tr>
<tr>
<td></td>
<td>5. Project schedule management plan</td>
</tr>
<tr>
<td></td>
<td>6. Project resource management plan</td>
</tr>
<tr>
<td></td>
<td>7. Project cost management plan</td>
</tr>
<tr>
<td></td>
<td>8. Project control and reporting plan</td>
</tr>
<tr>
<td></td>
<td>9. Conclusions (managerial recommendations)</td>
</tr>
</tbody>
</table>

Purpose: Implement tools and techniques that are relevant during project planning

Marking Criteria: See below.

Submission / Presentation Details: Group work. See the Assignment Submission Section below

Assignment 2.2: Complete Project Plan_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>
</tr>
</thead>
<tbody>
<tr>
<td>Content</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/10</td>
</tr>
<tr>
<td>Provide clear background and context of the project</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/50</td>
</tr>
<tr>
<td>Select and correctly use appropriate tools/techniques</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/20</td>
</tr>
<tr>
<td>Quality of managerial recommendations**</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>/5</td>
</tr>
</tbody>
</table>

Structure

Include all suggested sections

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

**Assessment Task 3: Final Exam**

<table>
<thead>
<tr>
<th>Due Date</th>
<th>During the exam period -TBA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Weighting (%)</td>
<td>40%</td>
</tr>
<tr>
<td>Suggested Length</td>
<td>2-hours</td>
</tr>
<tr>
<td>Instructions</td>
<td>The exam will be closed book and a mix of short answers and scenario analysis questions. More details will be disclose during the course.</td>
</tr>
<tr>
<td>Submission / Presentation Details</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Class Contribution (Bonus Points)**

You are expected to attend seminars and contribute to in-class activities and 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>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 in-class discussions. Please be noted that raising and answering questions and partecipate in 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.</td>
</tr>
</tbody>
</table>

**Examination(s)**

There is a 2-hour final exam for this course during the exam period. More details will be disclose during the semester.

**Assignment submission**

**Online Submission:** Assignments are submitted using Turnitin in the course Wattle site. Assignments submitted through Wattle no longer require cover sheets. You will be
required to electronically sign a declaration as part of the submission of your assignment. Please keep a copy of the assignment for your records.

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

- For group assignments, 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 project name (e.g., A2_Project name).

All submissions need to be completed before the specific deadlines; otherwise, late submission penalty (as listed below) will be applied.

**Extensions and penalties**

Extensions and late submission of assessment pieces are covered by the Student Assessment (Coursework) Policy and Procedure.

You may be granted extensions for assessment pieces that are not examinations or takeaway examinations by applying for special consideration.

**Special consideration for assessments**

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.

Information on special assessment consideration can be found at: http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration.

Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au. You will be notified by your lecturer if an extension has been approved.

Late assignments without an extension will attract the following penalties and should still follow the same submission process as indicated above.

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

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

Prescribed Texts and Reference Materials

Prescribed Texts

Required article reading: (Subject to Updates, see Wattle)

Additional Recommended Reading

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/