



The University of Southern Queensland

## Course specification

The current and official versions of the course specifications are available on the web at <http://www.usq.edu.au/coursespecification/current>.  
Please consult the web for updates that may occur during the year.

### Description: Project Management Framework

Subject	Cat-nbr	Class	Term	Mode	Units	Campus
MGT	8022	74169	1, 2008	EXT	1.00	Toowoomba

<b>Academic group:</b>	FOBUS
<b>Academic org:</b>	FOB004
<b>Student contribution band:</b>	3A
<b>ASCED code:</b>	080315

### STAFFING

Examiner: Greg Gunter  
Moderator: Barrie Todhunter

### OTHER REQUISITES

Students are required to have access to a personal computer, e-mail capabilities and Internet access to USQConnect. Current details of computer requirements can be found at <http://www.usq.edu.au/business/aboutfob.htm>

### RATIONALE

Strategic planning is vital for business survival in these volatile times and the planning almost invariably leads to change. It is essential that this change is managed effectively, and the concepts, tools and techniques of project management provide the means for doing this. Project management is the art and science of integrating the management of the scope, time, cost, quality, human resources, communications, risk and procurement of a project. It is a management process which aims to ensure that the objectives of an undertaking are achieved on time and within budget. Project management tools and techniques have their roots in industrial engineering and the construction industry but managers are realising that the philosophies, principles and skills are equally applicable to any activity that can be defined as a project. Apart from capital acquisition and construction projects, they can also be applied successfully in such areas as the introduction of new products, the development and implementation of new public policies, the restructuring of organisations or the design and roll-out of new information technology systems. The concepts, tools and techniques of project management enforce detailed planning of the project before work can commence and provide a means of control during execution, helping to ensure that desired outcomes are achieved.

### SYNOPSIS

The course examines the following: (1) an overview of projects and project management; (2) a systems view of project management, definition of strategy and governance; (3) project organisational structures and communication with key stakeholders; (4) project scope management; (5) project financial management; (6) project time management; (7) project cost management; (8) management of the quality and risks associated with the project; (9) management of the procurement

processes; and (10) integration and control of the project management processes. The course covers all nine units of the nationally-accredited National Competency Standards for Project Management. It addresses the fundamental difference between project and general management. It highlights the importance of project planning and discusses the processes of networking, scheduling and resource allocation. It also includes discussions on project monitoring and performance measurement, earned value control systems, quality planning, assurance and control, risk assessment and analysis and human resource management in the project environment. The importance of project communication and the use of management information systems to assist in planning and controlling project activities are emphasised. Students are encouraged to use a personal computer-based project management software package and may also use other software such as spreadsheets in a project management system application.

## OBJECTIVES

The course objectives define the student learning outcomes for a course. The assessment item/s that may be used to assess student achievement of an objective is/are shown in parentheses after each objective. On successful completion of this course, students should be able to:

1. identify the nature and role of projects and project management in a selected organisational context (Assignment 1, Assignment 2)
2. apply a systems view to the management of project (Assignment 1, Assignment 2)
3. define the strategy and establish appropriate governance standards required for a project (Assignment 1, Assignment 2)
4. identify and analyse the stakeholders of a project, create the appropriate organisational structure to carry out the project, and establish appropriate communication systems between key stakeholders (Assignment 1, Assignment 2)
5. carry out scope definition of a project (Assignment 1, Assignment 2)
6. carry out a financial analysis for justification of proceeding with the project (Assignment 1, Assignment 2)
7. plan, define, monitor and control the time and cost issues associated with the project (Assignment 1, Assignment 2)
8. plan, define, monitor and control the quality and risks associated with the project (Assignment 1, Assignment 2)
9. select and implement the appropriate procurement strategy and processes for outsourcing appropriate components of a project (Assignment 1, Assignment 2)
10. integrate and control the wide range of project management processes (Assignment 1, Assignment 2)
11. integrate all project processes, bring the project to a successful termination and review project outcomes (Assignment 1, Assignment 2).

## TOPICS

	Description	Weighting (%)
1.	The project environment	10.00
2.	Systems, strategy and governance	10.00
3.	Project organisation and communication management	10.00
4.	Project scope management	10.00
5.	Financial analysis of projects	10.00
6.	Project time management	10.00

7.	Project cost management	10.00
8.	Project quality and risk management	10.00
9.	Project procurement management	10.00
10.	Project integration management and termination	10.00

### **TEXT and MATERIALS required to be PURCHASED or ACCESSED**

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at <http://bookshop.usq.edu.au> click 'Semester', then enter your 'Course Code' (no spaces).

Students MUST have access to a PC based project management software package (such as Microsoft Project, Timeline, SureTrak etc) to be able to carry out the course assignments. Students enrolled in this course receive a copy of Microsoft Project software and may use this software at no charge. Conditions apply to the use of the software.

Microsoft Project is the preferred software package and may be required to read electronic materials supplied with this course. If you are unable to obtain access to PM software, students of USQ are able to purchase academic versions of the software from the USQ Bookshop or other outlets at reduced prices, whether you are an Australian or an international student.

It is essential to learn how to use this software as soon as possible or it will be difficult to complete the assignments within the time allocated. If students have any difficulties, they should contact the Course Leader for advice.

PMI 2004, A guide to the project management body of knowledge (PMBOK), 3rd edn, Project Management Institute, Newtown Square, Pennsylvania. (NOTE: This text is common to MGT8022, MGT8024, MGT8025 and MGT8027.)

Gardiner, P 2005, *Project management: a strategic planning approach*, Palgrave Macmillan, Basingstoke, UK.

(Note: This text is common to MGT8022, MGT8025 and MGT8027.)

Summers, J & Smith, B 2006, *Communication skills handbook: how to succeed in written and oral communication*, 2nd edn, John Wiley & Sons, Milton, Queensland.

### **REFERENCE MATERIALS**

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.

Australian Institute of Project Management, 1996, National competency standards for project management, [Online], Available: <http://www.aipm.com.au/html/ncspm.cfm>[2002, Feb 19].

Burke, R 2006, *Project management: planning and control techniques*, 5th edn, Burke Publishing, Cleland, DI (ed) 2004, *Field guide to project management*, 2nd edn, Wiley, Hoboken, New Jersey.

Gray, CF & Larson, EW 2006, *Project management: the managerial process*, 3rd edn, McGraw-Hill/Irwin, Boston, Massachusetts.

Kerzner, H 2006, *Project management: a systems approach to planning, scheduling, and controlling*, 9th edn, John Wiley & Sons, New York.

Meredith, JR & Mantel, SJ Jr 2006, *Project management: a managerial approach*, 6th edn, John Wiley & Sons, Hoboken, New Jersey.

Turner, JR 1999, *The handbook of project-based management: improving the processes for achieving strategic objectives*, 2nd edn, McGraw-Hill, London.

## STUDENT WORKLOAD REQUIREMENTS

ACTIVITY	HOURS
Assignments	50.00
Directed Study	50.00
Private Study	65.00

## ASSESSMENT DETAILS

Description	Marks out of	Wtg (%)	Due date
ASSIGNMENT 1	100.00	30.00	07 Apr 2008
ASSIGNMENT 2	100.00	70.00	16 Jun 2008

## IMPORTANT ASSESSMENT INFORMATION

- 1 Attendance requirements:  
If you are an international student in Australia, you are advised to attend all classes at your campus. For all other students, there are no attendance requirements for this course. However, it is the students' responsibility to study all material provided to them or required to be accessed by them to maximise their chance of meeting the objectives of the course and to be informed of course-related activities and administration.
- 2 Requirements for students to complete each assessment item satisfactorily:  
To satisfactorily complete an individual assessment item a student must achieve at least 50% of the marks. (Depending upon the requirements in Statement 4 below, students may not have to satisfactorily complete each assessment item to receive a passing grade in this course.)
- 3 Penalties for late submission of required work:  
If students submit assignments after the due date without prior approval of the examiner, then a penalty of 5% of the total marks gained by the student for the assignment may apply for each working day late up to ten working days at which time a mark of zero may be recorded. See item 1 below.
- 4 Requirements for student to be awarded a passing grade in the course:  
To be assured of receiving a passing grade a student must achieve at least 50% of the total weighted marks available for the course.
- 5 Method used to combine assessment results to attain final grade:  
The final grades for students will be assigned on the basis of the aggregate of the weighted marks obtained for each of the summative assessment items in the course.
- 6 Examination information:

There is no examination in this course.

- 7 Examination period when Deferred/Supplementary examinations will be held:  
Not applicable.
- 8 University Regulations:  
Students should read USQ Regulations 5.1 Definitions, 5.6 Assessment, and 5.10 Student Academic Misconduct for further information and to avoid actions which might contravene university regulations. These regulations can be found at <http://www.usq.edu.au/corporateservices/calendar/part5.htm>. Students should also read the Faculty of Business Policies and Procedures which can be found at <http://www.usq.edu.au/business/aboutfob.htm>.

## ASSESSMENT NOTES

- 1 Assignments: (i) Assignments must be submitted electronically by 11.59pm (AEST) on the due date. (ii) Students must retain a copy of each assignment submitted for assessment. This must be produced within 24 hours if required by the examiner. (iii) The examiner may grant an extension of the due date of an assignment in extenuating circumstances. If the required extension is less than seven days, there is no need to obtain prior approval. In such cases, submit your assignment as soon as possible after the due date together with any supporting documentation that might be required. The authority for granting extensions rests with the relevant examiner. (iv) The examiner will normally only accept assessments that have been prepared using electronic media. (v) The examiner will not accept submission of assignments by facsimile. (vi) Students who are disadvantaged by these regulations may be given special consideration. They should contact the examiner to negotiate such special arrangements. (vii) In the event that a due date for an assignment falls on a local public holiday in their area, such as a show holiday, the due date for the assignment will be the next day. Students are to note on the assignment cover the date of the public holiday for the examiner's convenience.
- 2 Course weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to assessment.
- 3 Make-up work: Students who have undertaken all of the required assessments in a course but who have failed to meet some of the specified objectives of a course within the normally prescribed time may be awarded the temporary grade: IM (Incomplete - Make up). An IM grade will only be awarded when, in the opinion of the examiner, a student will be able to achieve the remaining objectives of the course after a period of non directed personal study.
- 4 Deferred work: Students who, for medical, family/personal, or employment-related reasons, are unable to complete an assignment may apply to defer an assessment in a course. Such a request must be accompanied by appropriate supporting documentation. A temporary grade of IDM (Incomplete Deferred Make-up) may be awarded.