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

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
<th>Units</th>
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<td>MGT</td>
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**Academic group:** FOBUS  
**Academic org:** FOB005  
**Student contribution band:** 2  
**ASCED code:** 080315

### STAFFING

Examiner: Barrie Todhunter  
Moderator: Greg Gunter

### 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/handbook/current/busgeninfo.html

### 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; (3) strategy and governance of projects; (4) scope and financial management of projects; (5) stakeholder and organisational management; (6) management of the procurement process; (7) management of time and cost issues; (8) management of the quality and risks associated with the project; (9) integration and control of the project management
processes; and (10) termination of the project. 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. discuss the nature of projects and project management in an organisational context (Assignment 1, Assignment 2)
2. relate project management to a systems view of management (Assignment 1, Assignment 2)
3. define the strategy and governance standards required for a project (Assignment 1, Assignment 2)
4. define the scope of a project and provide a financial justification for proceeding (Assignment 1, Assignment 2)
5. identify the stakeholders of a project and the appropriate organisational structure (Assignment 1, Assignment 2)
6. select the appropriate procurement strategy and processes (Assignment 1, Assignment 2)
7. manage the time and cost issues associated with the project (Assignment 1, Assignment 2)
8. manage the quality issues and risks associated with the project (Assignment 1, Assignment 2)
9. integrate and control the wide range of project management processes (Assignment 1, Assignment 2)
10. bring the project to a successful termination (Assignment 1, Assignment 2).

TOPICS

<table>
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<tr>
<th>Description</th>
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<tr>
<td>Introduction to project management</td>
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<tr>
<td>Systems view of project management</td>
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<tr>
<td>Strategy and governance</td>
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<tr>
<td>Scope and financial management</td>
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</tr>
<tr>
<td>Scope management</td>
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</tr>
<tr>
<td>Stakeholder and organisational management</td>
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<tr>
<td>Procurement management</td>
<td>10.00</td>
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<tr>
<td>Time management</td>
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</table>
9. Cost management 10.00  
10. Quality and risk management 10.00  
11. Project integration 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.

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.)

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


**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.


STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
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<tr>
<td>Assignments</td>
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<td>Directed Study</td>
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<td>Private Study</td>
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<td>Residential Schools</td>
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ASSESSMENT DETAILS

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<th>Wtg(%)</th>
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<tr>
<td>ASSIGNMENT 2</td>
<td>100.00</td>
<td>70.00</td>
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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 then a penalty of
   20% of the total marks available for the assignment may apply for each working day late.
   See item 9 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 submit both assignments, achieve
   at least 45% for Assignment 2 and 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
   Academic Misconduct for further information and to avoid actions which might contravene
   University Regulations. These regulations can be found at the URL
http://www.usq.edu.au/corporateservices/calendar/part5.htm. Students should also read the Faculty of Business Guide to Policies and Procedures of the Faculty which can be found at the URL http://www.usq.edu.au/handbook/current/buspolproc.html.

ASSESSMENT NOTES

9 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.

10 Course weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to assessment.

11 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.

12 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.

OTHER REQUIREMENTS

1 Learning resources: Prescribed texts and materials (see above); recommended reference materials (see above); printed Introductory Book, printed Study Modules, and electronic copy of the Book/s of Selected Readings; and course Website accessible via USQConnect.