

BUS384 - Global Business Project Management

Term 1 2014

Faculty of Business

School of Management and Marketing

Yangzhou University

Internal Mode

Subject Coordinator Steven Lesser

Subject Overview

Welcome to a new session of study at Charles Sturt University. This subject outline is accessible through mobile devices from <http://m.csu.edu.au>.

Global Business Project Management deals with the effective and efficient design and management of business projects in a global setting. It examines the material from three (3) separate but related contexts, these being:

- a) strategic or 'hard' skills, such as planning, scheduling and controlling to effectively coordinate business projects
- b) managerial or 'soft' skills, such as communication, understanding of cultural differences and team building
- c) practical or 'informal' project management techniques including networking, influencing and improvisation

The subject establishes a framework of good practices on global project management essential for the success of global projects and programs.

Introduction

Project Management (PM) is about managing projects of any type. The subject begins by first examining the relationship of projects to corporate philosophy, or strategy. The technical elements of project management, planning, managing time and resources, and evaluating project progress and performance follow. Finally, the people dimension, concerning management, leadership, teams, partnering, and organizational structure for projects completes the subject.

Historically, project management has been dominated by a technical focus because of its origin in science and engineering disciplines. That's changing and contemporary project management is becoming more concerned with the human face of managing projects. This subject attempts to

integrate these elements into a focus on contemporary project management. The study of this subject does not require the use of project software.

Your subject coordinator

Steven Lesser

Teaching staff

Your CSU lecturer is Michael van Heeswyk.

Your local lecturer for this subject is:

Yin Bing icebauden@126.com (mailto:icebauden@126.com) (ph) 18012132190

Academic biography

Michael van Heeswyk is an experienced consultant and teacher. He brings a wide range of subject matter expertise to the topic with wide-ranging examples from both past and current practice.

He is best contacted by email. CSU email is [mvanhees](mailto:mvanhees@csu.edu.au) (mailto:mvanhees@csu.edu.au) [@csu.edu.au](mailto:mvanhees@csu.edu.au) (mailto:mvanhees@csu.edu.au)

Subject author(s)

Steven Lesser and Tony Bush

Learning outcomes

On successful completion of this subject, students will

- be able to analyse the scope and methodologies associated with the technical aspects of Global Business Project Management.
- be able to identify how project management can contribute to global strategy implementation.
- be able describe the implications of team development and management, leadership, structure and culture in relation to global project implementation.
- be able to explain the distinction between global project management and general management.
- be able to explain the reasons for the success and failure of projects.



be able to describe the project life cycle and the processes of project management

Assumed knowledge

There is no assumed knowledge for this subject. However students should look for indicators of how business is managed, led, and influenced by projects and communication as a way of both relating the subject content to other management subjects and work-related application. Successful project management reflects the application of many management areas including human resource management, budgeting, organisational theory, strategic marketing and global business strategy.

Graduate attributes

Context – Project management can serve universally

Three aspects of context are teacher, students, and world. Students can understand the perspective of how to better work in business where one needs to understand various perspectives. The world is full of projects in every industry and of many applications and types.

Experience – Stakeholder relationships need to be built and sustained

Students need to understand that a business must deal fairly with various stakeholders such as stockholders, employees, customers, suppliers, and community. Students develop an understanding and passion for all stakeholders as they gather information, understand expectations, prioritise needs, communicate, and revise plans, implement projects and evaluate outcomes.

Action – Projects are useful tools

The results of planned projects (as reflected in assignment one) are useful deliverables for the process of performing projects and refine useful business knowledge and skills through learning, experimentation, communication, presentation and reflection.

Evaluation – Projects deliver change

The attributes of a successful project, and the content of this subject should provide ongoing benefits for students both through their studies as well as in business.

Generic skills

A range of management and business skills including:

- Focusing
- Planning
- Strategy
- Communication
- Managing
- Leadership
- Organising
- Problem-Solving
- Reporting

Global Project Management incorporates and applies many of the business practices you have learned in other subjects.

Course objectives

Upon successful completion of this subject, students should be able to demonstrate:

- The scope and methodologies associated with the technical aspects of Project Management,
- How to plan and implement a project successfully,
- How project management can contribute to strategy implementation,
- The implications of team development and management, leadership, structure and culture in relation to project implementation.
- The broad aspects of project management including:



Project Management Framework

- Project Life Cycle
- Project Stakeholders
- Organisational Influences
- Project Management Integration and Develop Project Plan
- Direct and Manage Project Execution
- Monitor and Control Project Work
- Project Scope Planning and Management
- Create Work Breakdown Structure (WBS)
- Project Time Management Activity Including:
 - Activity Sequencing
 - Activity Resource Estimating
 - Activity Duration Estimating
- Schedule Development
- Schedule Control
- Project Cost Management Cost Estimating
- Project Resource Planning
- Project Team Development and Management
- Project Communications Management Communications Planning
- Performance Reporting
- Manage Stakeholders
- Project Risk Management Risk Management Planning
- Closing the Project

Course competencies

Competencies include the following:

- Defines and articulates the purpose of the project and its scope and boundaries. Clearly defines project goals and objectives.
- Identifies key stakeholders of the project.
- Develops consensus early in the project about key project expectations.
- Estimates costs and benefits, even in the absence of complete project information.
- Creates specifications that focus and document the expectations of those involved in or impacted by the project.
- Develops and articulates a detailed project plan including Activities, Tasks, Sub-tasks, Timelines.
- Anticipate and identify resources required to implement the project, including both financial and non-financial resources.
- Identify and limit risks to project success, differentiating among high-priority and low-priority concerns.
- Understands the nature of effective meetings, including preparation and follow-up.
- Identifies potential problems and resolution strategies.
- Provides effective feedback to project team members and clients.
- Monitors progress of the project plan and makes mid-course adjustments.
- Ensures smooth transfer of responsibility for support and maintenance of project outcomes to ongoing corporate operations.
- Analyses and plans communications effectively throughout the project based on specific information needs of the various project constituents.
- Maintains and facilitates communication about the nature and purpose of the project among all project customers.



Attendance

Attendance at the two-week intensive lectures and tutorials is compulsory.

Contact Procedures

Academic enquiries

Any questions concerning the teaching of this subject can be made by contacting your subject coordinator.

Subject Coordinator Steven Lesser

Email sless@csu.edu.au

Phone (02) 63384277

Fax To be advised.

Campus Bathurst

Building/Room number C2/432

Consultation procedures

The subject lecturers will be available for student consultation. You will normally be informed of the details of such consultation via your subject site or other method. Contact your institution for details.

The Subject Coordinator will be available for student consultation. The most effective way to contact the Subject Coordinator is via email or through subject forums. The Subject Coordinator also will be available at certain times for phone or face to face consultation and will inform you of their times at the start of session.

The Faculty of Business is committed to staff engaging with their students and students receiving adequate support so that they have the best possible chance of succeeding in their studies. Therefore, students who are not completing assignments or sitting for tests or who are not engaging with the subject may be contacted by the subject coordinator to discuss their circumstances.

Minimum standards of consultation

According to the [Academic Communication with Students Policy](https://policy.csu.edu.au/view.current.php?id=00139#s3) (https://policy.csu.edu.au/view.current.php?id=00139#s3) (clause 8 in section 3), when a student directly contacts a teaching staff member for information, advice and/or support (except in online teaching spaces) the teaching staff member will respond to the request within 3 working days. Clauses 19-21: Use of Online Discussion and Communication Technologies states that for each subject, the Subject Coordinator will be expected to set up and/or activate an appropriate asynchronous communication technology and respond at least once a week to student messages that request information and advice.

The [Higher Degree by Research Candidates Policy - Academic Communication](https://policy.csu.edu.au/view.current.php?id=00283) (https://policy.csu.edu.au/view.current.php?id=00283) states that a Communication Plan, a documented agreement between a HDR candidate and his/her supervisory team that establishes common understandings and expectations of how and when communication will occur during the candidature will be developed. The Plan should then be reviewed regularly throughout candidature.

Contact procedures

Email is the best option. Please send a brief message regarding the issue. Include your phone number so a local staff member can contact you via phone if that is more appropriate. When sending emails, please state the subject code and your name and ID number in the email title/subject. This will avoid your email being treated as SPAM.

Your local lecturer will advise of their specific contact and consultation times and procedures.



Your CSU academic will advise of availability for consultation at certain times throughout the intensive lecture period.

Teaching staff enquiries

Contact your local lecturer in the first instance. CSU lecturer/s may be contacted by email.

Other teaching staff enquiries

Teaching staff consultation procedures

Your local lecturer will advise of contact and consultation times and procedures.

CSU academic will advise of availability for consultation at certain times throughout the intensive lecture period.

Other teaching staff consultation procedures

Contact your local lecturer for consultation times.

Subject Delivery

Class/tutorial times and location

Intensive lectures and tutorials, conducted by your CSU lecturer, will be held between 24 November to 5 December 2014. Venue and other details will be provided closer the time.

Learning, teaching and support strategies

Teaching will be through a series of lectures and tutorials designed to help understand the subject and its application in global projects.

The study guide and/or subject materials for this subject have been written specifically to guide you through the sections (and questions) of the prescribed textbook relevant to each topic.

You should check the Interact Site at least weekly for postings, announcements, lecture information and other resources that will assist your studies or additional information and resources vital to your success in the subject.

Studying at university does not mean studying alone. Take advantage of collective wisdom and post your questions to the subject forum. Use the subject schedule to plan your studies over the session.

Information on effective time management is available on the CSU Learning Skills website via the following link: student.csu.edu.au. Visit the Learning Skills website for advice about assignment preparation, academic reading and note taking, referencing, effective time management and preparing for exams at: student.csu.edu.au

Queries regarding the content of this subject should be directed to your local lecturer in the first instance. They can clarify any specific subject-related issues with the Subject Coordinator.

Student Workload

CSU Academic Senate policy states that a standard 8 point subject should require students to spend a total of between 140-160 hours engaged in learning and assessment activities. This means an average of 10 to 12 hours each week. This subject complies with this policy.



Subject Content

Topic 1: Introduction to Project Management (Text, chapter 1)

Topic 2: Project Management: Process, Roles, Life Cycles and Selection (Text, chapter 2)

Topic 3: Organisational Capability: Examining Structures, Culture and Roles (Text, chapter 3)

Topic 4: Stakeholder Analysis and Communication (Text, chapter 5)

Topic 5: Scheduling Projects (Text, chapters 6 & 7)

Topic 6: Resourcing and Budgeting Projects (Text, chapters 8 & 9)

Topic 7: Project Quality: Risk Management, Concepts, Planning and Tools (Text, chapters 10 & 11)

Topic 8: Leading and Managing Project Teams and Closing the Project (Text, chapters 13 & 15)

Schedule

Week 1: Introduction to Project Management

Week 2: Project Management: Process, Roles, Life Cycles and Selection

Week 3: Organisational Capability: Examining Structures, Culture and Roles

Week 4: Stakeholder Analysis and Communication

CSU lectures and tutorials will be conducted over two weeks (24 - 28 November 2014) and (1 - 5 December 2014)

Your Assignment is due on Friday 12 December 2014

Week 5: Scheduling Projects

Week 6: Resourcing and Budgeting Projects

Week 7: Project Quality: Risk Management, Concepts, Planning and Tools

Week 8: Leading and Managing Project Teams and Closing the Project

Week 9: Revision

Week 10: **Exam Week. The exam period for this subject is currently scheduled for 5-7 January 2015. Students should confirm the specific exam date closer to the time.**

Residential school

There is no residential school for this subject.

Text and Learning Materials

Prescribed text(s)

Students must have access to a copy of the prescribed text book:

Kloppenborg, Timothy J. (2012). *Contemporary Project Management, Organize-Plan-Perform (2nd Edition)*. South-Western - Cengage Learning.



Required reading / resources

The contents of the study guides.

Other resources that may be provided in the subject interact resource folder as a result of lectures and tutorials.

Recommended reading / resources

1. Text

These texts are provided as an indicative list of the wide range of project management material that is available. Students should balance reading and research across theory (provided in texts) and practice (usually sourced online). In compiling bibliographies, age and relevance of the text should be considered.

#Cleland, D. I. (2007). Project management (5th Ed.). New York: McGraw Hill.

Cooke & Tate (2010). Project management: McGraw Hill 36-hour course. USA: McGraw Hill.

#Gardiner, P. (2005). Project management: A strategic Planning approach. New York: Palgrave.

#Gido, J., & Clements, J. (2006). Successful project management (3rd Ed.). Ohio: Thompson South-Western.

Hartley, S. (2014). Project management: A competency based approach (5th Ed). Australia: Tilde University Press.

Horine, G. M. (2009). Absolute beginners guide to project management. Indianapolis , USA : Que.

Kerzner, H. (2013). Project management (9th Ed.). New York: VN Reinhold. Kerzner is a significant PMI and other online project forums contributor as well.

*Kloppenborg, T (2012). Contemporary Project Management (2nd Ed.). Cengage Learning.

*Larson & Gray (2014) Project Management, the managerial process (6th Ed). McGraw Hill.

Linton, T. (2014) Project Management Essentials. Cengage Learning.

Maylor, H. (2010). Project management (4th Ed.). London: FT Prentice Hall.

Meredith, J. R., & Mantel, S. J. (2011). Project management, a managerial approach (7th Ed.). New York: John Wiley and Sons.

Pinto, J. K. (2009). Project management (2nd Ed): Achieving competitive advantage. New Jersey: Pearson, 0132229676.

*Project Management Institute (2008). A guide to the project management body of knowledge (4th Ed.). Sylva. The 5th edition is due out in 2012.

Rajegopal, S. et al (2007). Project Portfolio Management: Leading the corporate vision. Great Britain: Palgrave.

Schwalbe, K. (2010). Introduction to project management (3rd Ed). Self-published. Visit author website for details.

*Schwalbe, K. (2009). Information technology project management (6th Ed.). Thompson.

* Particularly helpful texts



Although older-dated texts, these authors are widely regarded and searching online will also reveal recent articles by them.

Students should also refer back to texts you have on other subjects, such as Global Business Management, Human Resource Management or any other subjects that may involve budgeting (e.g. project finance), management and leadership.

2. Online

Students are encouraged to research and read online about projects and current trends as widely as possible. The internet is a deep resource for information on project management and using project management software. Some specific, project-related sites include:

<http://www.techrepublic.com> (<http://www.techrepublic.com/>)

<http://www.tenstep.com> (<http://www.tenstep.com/>)

<http://www.microsoft.com> (<http://www.microsoft.com/>)

<http://www.projectperfect.com.au/>

<http://pmtips.net/>

<http://www.pmi.org> (<http://www.pmi.org/>)

<http://www.projectconnections.com> (<http://www.projectconnections.com/>)

<http://www.projectmanagement.com> (<http://www.projectmanagement.com/>)

Please note that sites and site URLs may change from time to time and may become unavailable in the time between compilation of this SO and publication. Students should utilise their own search skills and tools to find (and list in your bibliography) relevant sites, articles, research and other support materials. Students are also reminded that cutting and pasting online content may constitute plagiarism.

3. Other Subject Texts

Students may also find useful references in texts used for other subjects, such as Human Resource Management, Global Business Management or Finance, as project management requires the knowledge and application of many business principles in their successful management and completion.

Assessment Information

Introduction to assessment

It is recommended that your name and your student number be included in the header or footer of every page of any assignment.

Pass Requirements

In this subject a student must attain a minimum passing standard of at least 50% overall unless otherwise specified. The student must obtain at least 50% in:

- Both the overall total mark and their examination mark.

Grades

Final grades for this subject are awarded by the Business Faculty Assessment Committee in accordance with the University's Assessment Regulations. (See current Academic Regulations via



Grading Scale

Your final grade for the subject as a whole will be based on the grading scale outlined in the CSU Assessment Regulations.

HD High Distinction 85% - 100%

An outstanding level of achievement in relation to the assessment process.

DI Distinction 75% - 84%

A high level of achievement in relation to the assessment process.

CR Credit 65% - 74%

A better than satisfactory level of achievement in relation to the assessment process.

PS Pass 50% - 64%

A satisfactory level of achievement in relation to the assessment process.

FL Fail 0 - 49%

An unsatisfactory level of achievement.

The percentages specified above should be viewed only as guidelines for the award of final grades.

Assessment Requirements

Assessment at CSU is criterion-referenced and standards-based where students' work is assessed against stated criteria that reflect the expected learning outcomes of the course and subject. Subjects that use a satisfactory/unsatisfactory grading scale will have this clearly identified within the Subject Outline.

For further information please consult the University's [Assessment Policy: Coursework Subjects](https://policy.csu.edu.au/view.current.php?id=00301) (<https://policy.csu.edu.au/view.current.php?id=00301>).

Presentation

For information on the presentation of your assessment items you should refer to the marking criteria for each assessment item.

The following link provides study resources, such as referencing, writing, grammar and punctuation, and study planning:

<http://student.csu.edu.au/study/resources>

Other helpful ideas include:

1. Answer the question set, keep to the topic and include all relevant issues.
2. Go beyond what other people have said on the topic. Express their ideas in your own words but add your own ideas and opinions. To do this you need to analyse and criticize ideas where appropriate and argue your point of view. Support your arguments and opinions with referencing.
3. Show that you have consulted a reasonable range of books and journals.
4. Be clear and concise in your expression paying particular attention to sentence structure. Put yourself in the reader's position and ask 'Is the meaning clear?'
5. Include a separate synopsis of your paper and a separate conclusion.
6. Pay attention to the rules of writing in relation to paragraphing, punctuation and spelling.
7. Use headings for sections of your essay where appropriate. (See recent journal articles for example).
8. Acknowledge the sources of both direct quotes, ideas of others and background information by the use of appropriate references.
9. Attach a bibliography of the books and journal articles used in the assignment.
10. Adhere to the word or page limit. If an assignment 'turns out' much longer than required, rewrite it concisely. Marks will be deducted from essays which exceed the limit excessively.
11. For further advice on assignment writing refer to:



- Anderson et al. (1970). *Thesis and assignment writing*. Sydney: Wiley.
- Clanchy, J., & Ballard, B. (1983). *Essay writing for students*. Longman.

Plagiarism

Charles Sturt University expects that the work of its students and staff will uphold the values of academic honesty and integrity. The Guide to Avoiding Plagiarism is located at: <http://student.csu.edu.au/study/plagiarism>. This is an important resource that will help you understand these values and apply them in practice. You should familiarise yourself with these requirements and ensure that all assessments submitted by you are your own work, have not been submitted elsewhere and comply with the University's requirements for academic integrity.

The University has purchased Turnitin software. This software has two functions, a pre-emptive education function which students may use to check their own work prior to submission, and a plagiarism detection function which academics may use to check the student's work for improper citation or potential plagiarism. Use by students is optional and is not a prerequisite for submission.

You are encouraged to check your work for originality prior to submission. You can register with Turnitin to create a Student Account under the CSU Turnitin Licence at http://www.turnitin.com/login_page.asp. Further information on how to use Turnitin is provided within the Guide to Avoiding Plagiarism: <http://student.csu.edu.au/study/plagiarism/checking>.

Collaboration

Students who have worked together in a study group, for example, need to confirm this arrangement with their local lecturer, who will agree the basis of mark allocation. Failure to do so may result in the possible perception of plagiarism and subsequent penalties.

Extensions

Project management is about meeting deadlines - on time and within budget. Therefore on-time submission is expected, without exception, in this subject.

In order to ensure that students who hand their assignments in on time are not disadvantaged, and to enable the lecturer to comply with the requirement to mark assignments within 21 days, the following rules about extensions will be strictly enforced:

1. Extensions cannot be granted for on-line tests, as these have to be done within a specific time frame, after which the answers are released to the class automatically.
2. Computer problems (such as the speed of your computer and the time it may take you to upload assignments onto EASTS) and normal work-related pressures and family commitments do not constitute sufficient reasons for the granting of extensions.
3. If it becomes obvious that you are not going to be able to submit an assignment on time because of an unavoidable problem, you must submit your request for an extension to the Subject Coordinator in writing (email or post) prior to the due date. Requests for extensions will not be granted on or after the due date so you must make sure that any extension is requested prior to the day on which the assignment is due. You are expected to do all you can to meet assignment deadlines. Work and family-related pressures do not normally constitute sufficient reasons for the granting of extensions or incomplete grades.
4. If you apply for an extension, you may be asked to email your lecturer on what you have done so far on the assignment.
5. You must be able to provide documentary evidence (such as a certificate from a doctor or counsellor) justifying the need for an extension as soon as practicable - but please note that if the circumstances giving rise to the request for an extension arise on a day when you cannot get documentary evidence, you must still apply for the extension before the due date and submit the documentary evidence afterwards.
6. Given the tight deadlines involved in returning assignments to students and putting feedback on Interact, the maximum extension granted generally will be seven (7) days from the due date.
7. Assignments received more than 10 days after the due date or extension date will not be marked unless the staff member decides otherwise. Items received late will be penalised at



10% of the mark available for the assessment item per day it is late (see below).

- Note that for purposes of measuring lateness, the 'day' begins just after 00.00 hrs AEST - so an assignment received after midnight of the due date will be penalised 10% for lateness.

This rule will be applied to all students uniformly.

Online Submission

Assignments are required to be submitted through CSU's EASTS online assignment submission system as well as submit a printed copy directly to their local lecturer, by the due date.

Assessment tasks can be submitted electronically to the CSU Assignment Section via EASTS (Electronic Assignment Submission Tracking System). In order to access EASTS, click on the EASTS link in the menu bar on the left hand side in the Interact site. This will take you to the EASTS site where you are provided with step-by-step instructions to guide you through the online submission process. EASTS has a help function that will allow you to print out instructions to assist you in this process if required.

A message will be sent to the email address, as recorded on the system under 'My Email', confirming the receipt of your assessment task via EASTS.

Assignments must be submitted by EASTS and are due by midnight (AEST) of the date specified.

Postal Submission

Under normal circumstances postal submissions will not be accepted for any of the assessments required.

Hand Delivered Submission

Internal Students can lodge their printed assignment via the school office for this subject.

Please see the school office staff or your local lecturer for more information as to the assignment receipt procedures for your school.

Faxed / Emailed Assignments

The Faculty of Business has resolved not to accept faxed or emailed assessment tasks under any circumstances.

Penalties for Late Submission

The Faculty of Business has determined that the penalty for the late submission of an assessment task (without obtaining the Subject Coordinator's approval for an extension) will be:

10% deduction per day, including weekends, of the maximum marks allocated for the assessment task, i.e. 1 day late 10% deduction, or 2 days late 20% deduction.

An example of the calculation would be:

Maximum marks allocated = 20

Penalty for one day late = 2 marks (so, a score of 18/20 becomes 16/20 and a score of 12/20 becomes 10/20).

If an assignment is due on a Friday but is not submitted until the following Tuesday, then the penalty will be four days (40% deduction or 8 marks in the example above).

Submissions more than 10 days late will be acknowledged as received but will not be marked.

Resubmission

Under normal circumstances resubmission of assessment items will not be accepted for any of the assessments required in this subject.



Assignment Return

You should normally expect your marked assignment to be marked within three weeks of the due date, if your assignment was submitted on time. Your local lecturer will advise assignment mark outcomes in due course.

Feedback

Contact your local lecturer at your institution.

Sample exam paper

[Sample examination paper](#)

**FACULTY OF BUSINESS
SAMPLE EXAMINATION PAPER
BUS384 - Global Business Project Management**

WRITING TIME ALLOWED: Three (3) hours READING TIME: 10 minutes

MATERIALS SUPPLIED BY UNIVERSITY: 1 x 12-page answer booklet

MATERIALS PERMITTED IN EXAMINATION: Nil

NUMBER OF QUESTIONS: Candidates should attempt both parts of the Exam Paper. Both are compulsory.

PART A: you must complete two (2) from three (3) essays of approximately 2-3 pages in length. Each essay will be marked out of 13 marks.

PART B: you must answer 4 (four) from 6 (six) short-answer questions of approximately one-page in length, each answer will be marked out of 6 marks.

VALUE: 50% of total marks in this subject

INSTRUCTIONS TO CANDIDATES:

- 1. This is a closed book examination. Candidates may not bring any books, notes or other material into the examination room.**
- 2. All Parts of the Exam must be completed in the Answer Booklet**
- 3. The Exam Paper and the Answer Booklet must be handed in.**
- 4. Students must pass this examination in order to pass the subject. This exam is worth 50% of your final assessment**

INSTRUCTIONS TO INVIGILATORS

- 1. Please ensure that candidates are familiar with the instructions above. Candidates are not permitted to retain the Examination Paper.**

STUDENT NAME:

STUDENT NO:

STUDENT SIGNATURE:

PART A: Essay Questions (2 x 13 = 26 marks)



Answer any two (2) following questions. Each question is worth 13 marks. Each answer should be at least two to three (2 - 3) pages in length.

A1. Define and discuss, with relevant examples, scope planning and the reasons for scope definition?

(Ch.6, pages 134 - 136)

A2. Define risk identification and management. Include in your discussion the importance of risk assessment, prioritisation and ways to deal with risks. Offer some examples to support your discussions.

(Chapter 10, pages 266 - 268)

A3. Your project is coming to a successful conclusion. (a) Describe your process for closing the project, what steps are critical to completion? (b) Assuming your project was terminated early, how might your closure process be different? (c) You are coaching a new project manager and they have asked you for guidance on the best use of the closure process. What would you suggest they do? Include examples to support your answers.

(Chapter 15, pages 425 - 433)

PART B: Short Answer Questions (4 x 6 = 24 marks)

Answer any four (4) of the following questions. Each question is worth 6 marks. Each answer should be about 1 page in length.

B1. How might stakeholders be identified?

(Chapter 5, pages 104 - 105)

B2. Describe what is meant by the critical path of a project? How do factors, such as dependencies, slack and lags impact the critical path? Include examples to support each aspect of the critical path.

(Chapter 7, pages 173 – 187, chapter 8, pages 218.230)

B3. How can managers estimate project resource needs?

(Chapter 8, pages 201 - 202)

B4. Discuss the nature and differences between fixed and variable costs?

(Chapter 9, page 237)



B5. Why should project managers pay close attention to the establishment of project team ground rules? How might these rules influence the behavior of the team?

(Chapter 13, page 354)

B6.

Answer “true” (T) or “false” (F) to each of the following statements (1/2 mark each correct):

(Instructions: List the question number and your answer on a page of the answer booklet, for example 6a: F)

6a. All projects end at their planned completion time.

6b. Early termination can stem from cause and convenience.

6c. If a project is terminated early, the customer is typically responsible for paying the total cost of the project.

6d. If a project is terminated early, the customer typically gets to take ownership of the deliverables regardless of whether they are complete or not.

6e. It is important to assign blame to individuals on the project team who might be responsible for the early termination of a project.

6f. It is often difficult to keep project members engaged throughout the completion of a project.

6g. A Project customer feedback form is a good method for collecting opinions about the project.

6h. Scope verification is the process of formalizing acceptance of the completed project deliverables.

6i. A “Punch list” contains all remaining items that need to be completed on the project.

6j. On large projects, a manager should make sure that lessons learned are captured at various times during the life of the project.

6k. Lessons learned should contain both issues and successes that were experienced during the life of the project.

6l. Contract closure is the process of completing and settling the contract, including the resolution of any open items and the closing of each subcontract.

Answers: A: false, B, C, D: true, E: false, F, G, H, I, J, K, L: true (Chapter 15)

Note that a question of similar style to this may be in the format of true/false, yes/no or multiple choice (of alternatives a, b, c or d) and comprise 6 to 12 questions.



Assessment Items

Item number	Title	Type	Value	Due date*	Return date**
1	Essay	Assignment	50%	12-Dec-2014	02-Jan-2015
2	Final Exam	Exam	50%	05-Jan-2015	-

* due date is the last date for assessment items to be received at the University

** applies only to assessment items submitted by the due date

Assessment item 1

Essay

Value: 50%

Due date: 12-Dec-2014

Return date: 02-Jan-2015

Length: 3,000 Words

Submission method options

EASTS (online)

Hand delivery (option applies to Internal only)

Task

Date Due: December 12, 2014

The assignment questions reflect content from Chapters 1 to 3 of the text. As well as referencing the text, students are expected to source a much wider range of academic materials on the topics. These should be referenced in the assignment and listed in a bibliography at the conclusion of the assignment. Online research is also permitted, provided it is fully referenced and listed (see item "Referencing" below).

Answer the three (3) questions below. Each is worth 12 marks and should be approximately 800-900 words in length. However, as a holistic approach, a slight variance in word count for each question (e.g. if question 1 had 900 words and question 3, 700 words), is acceptable.

1. How do you define project success? How are successful projects differentiated from unsuccessful projects? What are some of the "grey areas" regarding project success or failure? Include specific examples to demonstrate your understanding of the topic (Chapter 1).
2. List and describe the steps in prioritizing projects with a scoring model. Why are they performed in this order? Include a specific project example that demonstrates each step of this process in your response (Chapter 2).
3. List and describe at least four organizational culture characteristics that increase the likelihood of project success and tell why each is helpful. Provide concise examples that reflect those characteristics in a project (Chapter 3).

Introduction to assignment and conclusion. (6 marks)



The introduction should be like an executive summary that highlights the key elements and linkages between the three (3) question responses. The conclusion should reflect a summary, based on your responses to the questions, what you believe are the one or two critical factors that show why strategic project management is important.

Presentation (5 marks) : must follow common and accepted CSU essay standards as further indicated in your Subject Outline. (6 marks). You should present your assignment in a clear and comprehensive manner.

Referencing (3 marks) : your essay must contain references/quotes from a minimum of five (5) other sources of which your textbook can be considered as one. Other textbooks, articles and cases are acceptable sources but, ideally, none must be written prior to 2005. If you use an older-dated reference, you are expected to comment on what has changed/not changed since the item was written. Failure to do so will lose marks in both the assignment and the referencing. Your bibliography should not contain any references that have not been cited/quoted in your essay. (2.5 marks)

A suggested length for your introduction would be around 150 to 200 words and your conclusion around 250 to 300 words.

Summary of mark allocation:

The assignment is worth 50 marks (50% of total subject assessment). This includes marks for answering the three (3) assignment questions of 36 marks (12 marks for each question plus 6 marks for your overall assignment introduction/conclusion). The remaining 8 marks will be awarded for presentation (5 marks) and referencing (3 marks).

Rationale

This assignment is designed to explore and consider the role, nature and context as well as the challenges and issues that global managers face:

- Demonstrate an understanding of the concept of Project Management;
- Develop your skills in presenting balanced and critical arguments to the reader;
- Develop and hone your formal writing skills. Referencing must be included and must meet CSU standards.
- Undertake some research on several aspects of managing projects internationally.

Marking criteria

Criteria - Marks	Value
Essay content: Marks allocated for each question in the assignment, including all four (4) parts/questions. Questions are not of equal value: Question 1: 12 marks Question 2: 12 marks Question 3: 12 marks Introduction and conclusion, addressing the total assignment: 6 marks	42 marks
Essay structure (e.g. introduction, the main body, and conclusion) and contents, reference list etc. as well as the presentation of the submission (e.g. page numbering, font, spacing, paragraphing, etc.)	



Emphasis should be placed on an effective analysis and discussion on the topic, which are informed by a range of theoretical materials including refereed academic journal articles, texts, etc.	
Referencing: The must contain references/quotes from a minimum of five (5) other sources of which your textbook can be considered as one. Online resources may be used and cited, however your referencing and bibliography MUST contain the correct URL. Failure to do this will result in lost marks and possible plagiarism consequences.	3 marks
Presentation: Must follow common and accepted CSU essay standards as indicated in the Subject Outline. You may either present each part of the assignment as individual questions or combine them in a more holistic response.	5 marks
Total (50% of subject assessment):	50 marks

Problem types / criteria	High Distinction (HD) 85% to 100%	Distinction (DI) 75% to 84%	Credit (CR) 65% to 74%	Pass (PS) 50% to 64%	Fail (FL) 0% to 49%
Question 1	Reflective critical evaluation justifying choice of concept from Topic 1/Chapter 1. Strong and effective linking to theory.	Reflective critical analysis justifying choice of concept from Topic 1/Chapter 1. Effective linking to theory.	Reflective explanation of choice of concept from Topic 1/Chapter 1. Good linking to theory.	Identifies choice of concept from Topic 1/Chapter 1. Some links to theory.	Does not attempt to (0%) OR Does not identify or discuss choice of concept from Topic 1/Chapter 1.
Question 2	Reflective critical evaluation justifying choice of concept from Topic 2/Chapter 2. Strong and effective linking to theory. Accurate APA citations and referencing.	Reflective critical analysis justifying choice of concept from Topic 2/Chapter 2. Effective linking to theory.	Reflective explanation of choice of concept from Topic 2/Chapter 2. Good linking to theory. .	Identifies choice of concept from Topic 2/Chapter 2. Some links to theory.	Does not attempt to (0%) OR Does not identify or discuss choice of concept from Topic 2/Chapter 2.
Question 3	Critically argues and justifies reflection on what makes selected organisational and project characteristics as part of an effective project implementation.	Justifies reflection on what makes selected organisational and project characteristics as part of an effective project implementation.	Reflects thoughtfully on what makes selected organisational and project characteristics as part of an effective project implementation.	Reflects on what makes selected organisational and project characteristics as part of an effective project implementation.	Does not attempt to (0%) OR Does not meet minimum requirements of reflection and/or does not provide list of three essential characteristics of organisational and project characteristics as part of an effective project implementation.(sc marks).



Problem types / criteria	High Distinction (HD) 85% to 100%	Distinction (DI) 75% to 84%	Credit (CR) 65% to 74%	Pass (PS) 50% to 64%	Fail (FL) 0% to 49%
Referencing	Accurate APA citations and referencing across the entire assignment.	Mainly accurate APA citations and referencing across the entire assignment.	APA citations and referencing may have inaccuracies in part of, or across the entire assignment.	APA citations and referencing may be inadequate or incorrect in part of, or across the entire assignment.	No referencing or inadequate APA citations and referencing in part or across the entire assignment.
Presentation	Clearly and well structured essay and presented with clear headings and sub-headings, appropriate fonts, pagination and diagrams, where appropriate.	A well structured essay and presented with clear headings and sub-headings, appropriate fonts, pagination and diagrams, where appropriate.	Presented with some structure and adequate formatting.	Structure and presentation is difficult to understand and includes errors, such as different fonts, no headings or sub headings, only content.	No submission, or no/poor structure a content is not easy follow, with little or no formatting, structure or clarity.
Introduction & Closing	Critically argues and justifies discussion of theory and examples to explain project management style in known workplace. Strong links to the three topic aspects of project criteria and selection.	Critical analysis in discussion of theory to explain project management style in known workplace. Clear links to to the three topic aspects of project criteria and selection.	Good discussion and links to theory to explain management style in known workplace. Good links to the three topic aspects of project criteria and selection.	Discusses theory to explain management style in known workplace. Some links to the three topic aspects of project criteria and selection.	Does not attempt to (0%) OR Does not discuss theory or link it to three topic aspects project criteria and selection.

Presentation

Presentation : must follow common and accepted CSU essay standards as further indicated in your Subject Outline. (5 marks)

Referencing: your essay **must** contain references/quotes from a minimum of **five (5)** other sources of which your textbook can be considered as one. Other textbooks, articles and cases and relevant online resources are acceptable sources. Your bibliography should contain all appropriate references including online sources which must show the legitimate URL. Failure to do so will lose all referencing marks and leave students open to possible plagiarism consequences. (3 marks)

Assessment item 2

Final Exam

Value: 50%



Date: 05-Jan-2015

Duration: Three (3) hours

Submission method options

N/A - submission not required/applicable

Rationale

This assessment is set to test your understanding of concepts and theories covered in this subject.

The Final Exam is based **only** on the relevant Chapters of your prescribed textbook (Kloppenborg).

Requirements

The Final Exam will be based only on material taken from the relevant Chapters of your recommended textbook by Timothy Kloppenborg, (Contemporary Project Management: Organize Plan Reform. Second (2nd edition, 2012).

The exam will be of three (3) hours duration with 10 minutes reading time allowed and will be a closed book exam. The exam will be worth 50%. To pass this subject you must achieve a total mark of 25 or more out of 50 in the Final Exam.

The Final Exam will have two (2) parts. Part A requires you to answer two essay questions (about three pages each) from a choice of three questions. Part B requires you to answer four short-answer style questions (about one page each) from a choice of six questions. The format will be similar to the Sample Exam shown in the Assessment information.

The Sample Exam paper also shows the relevant textbook page reference for each question.

Marking criteria

<45%	45-49%	50-64%	65-74%	75-84%	85%+
FAIL	AE	PASS	CREDIT	DISTINCTION	HIGH DISTINCTION
Answers do not address the questions and no example/s are included in the response.	Unreflective personal comment and/or incoherent argument. An irrelevant example is used.	Answers do not fully address the questions. Discussion too brief. An example used, but it doesn't add value to the answer.	Answers demonstrate a reasonable understanding of the questions. Answers contain a fuller more systematic exploration of the questions which may include an attempt at critical comment or appraisal. A generic example is used.	Answers provide a comprehensive exploration of the questions with sound critical comment and synthesis. Includes relevant/pertinent examples.	Outstanding exploration of the questions with critical analysis/evaluation and sophisticated argument including relevant/pertinent examples that demonstrate clear understanding of the question/topic.

Material provided by the University



1 x 12 page answer booklet. An additional booklet may be requested, if needed.

Material required by the student

Nil

Support Services

Student Central

Student Central is the first point of contact for currently enrolled students to access all non-teaching services. Student Central liaises closely with Divisions and Schools to ensure the timely and accurate resolution of student enquiries.

You may direct your enquires in person to Student Central staff situated within the Learning Commons found on campus at Albury-Wodonga, Bathurst, Dubbo, Orange, and Wagga Wagga.

You may also contact Student Central through:

ask@csu.edu.au (mailto:ask@csu.edu.au)
1800 ASK CSU (1800 275 278)
Phone from outside Australia: + 61 2 6933 7507

Information on Your Library Services

Finding Information

CSU Library provides you with free access to over 600,000 books and 50,000 journals, and much more. Get an introduction to your library with the [Library Orientation Toolbox](http://www.csu.edu.au/division/library/find-info/toolbox) (<http://www.csu.edu.au/division/library/find-info/toolbox>).

Primo Search

Finding the resources you need is easy with [Primo Search](http://primo.unilinc.edu.au/primo_library/libweb/action/search.do?dsent=1&dstmp=1328694476534&) (http://primo.unilinc.edu.au/primo_library/libweb/action/search.do?dsent=1&dstmp=1328694476534& Search most of the Library's collections, including online resources, print publications and CSU research. Plus, you can easily place loan requests, view your current loans, and renew items online.

Online Resources

You'll find journal databases, eBook collections, and other useful online information sources listed under [Key Resources](http://student.csu.edu.au/library/find-information) (<http://student.csu.edu.au/library/find-information>).

eReserve

Some subject readings may be held in [eReserve](http://student.csu.edu.au/library/find-info/search-reserve) (<http://student.csu.edu.au/library/find-info/search-reserve>). Online access is encouraged to help reduce CSU's carbon footprint, however a printed copy of eReserve subject readings can be purchased through [CSU Print](http://www.csu.edu.au/division/lts/csu-print/home) (<http://www.csu.edu.au/division/lts/csu-print/home>).

Borrowing

Your borrowing privileges depend on your enrolment. Visit [Information for Students](http://student.csu.edu.au/library/help/information-for-students) (<http://student.csu.edu.au/library/help/information-for-students>) to find out what you are eligible for. The [Library FAQs](http://www.csu.edu.au/division/library/how-to/faq) (<http://www.csu.edu.au/division/library/how-to/faq>) have more information on borrowing and access to resources.

Need help?

CSU Library staff are available to answer your questions by phone, Live Chat, email, forum, or in person. See [Ask a Librarian](http://student.csu.edu.au/library/contacts/ask-a-librarian) (<http://student.csu.edu.au/library/contacts/ask-a-librarian>) for more information.

Keep up to date with what is happening in your Library through Facebook, Twitter and our blog.





[CSU Library Facebook](http://www.facebook.com/CSULibrary) (http://www.facebook.com/CSULibrary)



[CSU Library Twitter](http://twitter.com/CSU_Library)

(http://twitter.com/CSU_Library)



[CSU Library Blogs](http://student.csu.edu.au/library/about-your-library/library-blog)

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Academic Learning Assistance

CSU's Learning Skills Advisers can help you develop the skills you need to succeed in your studies.

Learning Skills advisers can help you with:

- Understanding and preparing assignments
- Study skills
- Exam preparation
- Time management
- Notetaking and
- Referencing and avoiding plagiarism

Learning Skills also have specialists in English Language, online learning and maths and statistics who can support your development in these areas.

Students can take advantage of online resources and workshops, forums and individual appointments either in person, or online. More information is available at student.csu.edu.au/study (http://student.csu.edu.au/study).

STUDYLINK provides access to a variety of short, non-award subjects in preparation for university study. Subjects are available throughout the year through flexible, online delivery, and each is designed to help you gain confidence, skills and knowledge for your university studies (<http://www.csu.edu.au/student/studylink/>).

Student Support - <http://student.csu.edu.au/support>

A wide range of services are provided to support your student academic experience. Services are available on campus with relevant services also available via telephone and online. Services provided include:

- Orientation
- Student mentoring
- Scholarship and financial assistance
- Counseling support and referral
- Academic appeals and legal advice referral
- Disability, welfare and equity support and referral
- Health and wellbeing
- Social and recreational activities
- Graduation
- Indigenous student support
- International student support

Residential Student Support - <http://student.csu.edu.au/campus/residences/residential-advisors>

The Residential Support Scheme operates across all campuses to provide for the pastoral care and welfare of residents and actively encourages student participation and involvement in all aspects of residential life. The residential community is supported and structured to provide an environment to support student academic achievement.

For assistance and initial contact go to



Student Central

Email: ask@csu.edu.au (mailto:ask@csu.edu.au) (mailto:ask@csu.edu.au)

Phone: 1800 ASK CSU (1800 275 278)

Phone from outside Australia: + 61 2 6933 7507

Career Development

[Career Development](http://student.csu.edu.au/study/careers) (<http://student.csu.edu.au/study/careers>) includes a range of services, from first through to the final year of study, which support students' self-assessment, awareness of opportunities, improvements to decision making, and gaining the necessary skills for making successful transitions post-study. This support is available face to face, via telephone and online.

Distance Education Outreach Team

Assistance for students studying by distance education with Charles Sturt University.

The DE Outreach Team is available to all CSU students studying by Distance Education.

We can assist you with:

- Your orientation to CSU and DE study;
- Study skills;
- Preparing assignments;
- Time management;
- Online learning, and
- Any other questions you may have about studying by DE at CSU.

We provide these services in a number of different ways including:

- Outreach sessions to locations around Australia including group and individual sessions;
- Advice and support via phone, email, and Skype;
- Preparing assignments;
- Online workshops;
- Regional Study Centres, and
- Online resources and social media.

Find us at:

<http://student.csu.edu.au/study/de-outreach>

<https://www.facebook.com/DistanceEDatCSU>

Policy and Procedures

University Policies and Regulations

Academic matters are defined by, and are subject to, Charles Sturt University policies and regulations. Your Subject Outline should be read in conjunction with all such academic regulations and policies, as some of these may affect the outcome of your studies.

Academic Progress Regulations

The University requires each student to progress through his or her course at a rate that will enable him or her to complete the course in a specified maximum time. This maximum time is intended to ensure the currency of the knowledge within the course and therefore professional suitability of graduates. Failure to complete within the specified maximum time shall lead to the expiry of a student's enrolment in the course. The University believes that all students have a right to know in advance of study in their course exactly what constitutes satisfactory progress in that course. To this end the University will specify a maximum completion time for each course, and will also provide support to students identified as being at risk of exclusion.

The [Academic Progress Policy](https://policy.csu.edu.au/view.current.php?id=00250) (<https://policy.csu.edu.au/view.current.php?id=00250>) sets out the



requirements and procedures for satisfactory academic progress, for the exclusion of students who fail to progress satisfactorily and for the termination of enrolment for students who fail to complete in the maximum allowed time.

Variations to Subject Outlines

Should it be necessary to change the content of the Subject Outline during a teaching session, it will be done in consultation with the Head of School and other support services of the University. You then will be notified of the changes in writing by the subject coordinator.

Variations to Assessment

Should it be necessary to vary the assessment in this subject, you will be notified in writing by the Subject Coordinator, or Subject Convenor where one is appointed. The variations to assessment include variations to the assessment tasks and/or assessment procedures for assignments, examinations and any other assessment task published in the Subject Outline. The variations will be communicated only after the Subject Coordinator or Subject Convenor has obtained approval from their Head of School. The overriding principle is that such changes will not disadvantage students and is made in accordance with the [Subject Outlines Policy](https://policy.csu.edu.au/view.current.php?id=00267) (<https://policy.csu.edu.au/view.current.php?id=00267>).

Evaluation of Subjects

It is University policy that all subjects are evaluated every time that they are offered. The University's Division of Student Learning administers the Subject Experience Survey through CSU's online evaluation system. Staff in the faculties and schools value your feedback very highly and take account of your comments when reviewing learning and teaching in each subject. If you are interested in the details of any enhancements to this subject as a result of the latest survey, please contact the subject coordinator.

Surveys for each of the subjects you are enrolled in for this session will be available for you to complete for a period of 4 weeks from the last week of the teaching session. An email message will alert you to the availability of the surveys online.

Please complete the subject evaluation by following the link:

<https://ce8.connectedu.net/etw/secure/cs2/et-shib.asp?nxappid=CS2&nxmid=start>

Individual subject results are reported to the subject coordinator and Heads of Schools after grades have been submitted for each teaching session (except where subjects have one student the results are not reported to staff).

Special Consideration

Academic regulations provide for special consideration to be given if you suffer misadventure or extenuating circumstances during the session (including the examination period) which prevents you from meeting acceptable standards or deadlines.

Applications for special consideration must be submitted in writing and include supporting documentary evidence. Such applications should be sent to the Student Administration Office.

For further information about applying for special consideration please refer to [Special Consideration Policy](https://policy.csu.edu.au/view.current.php?id=00298) (<https://policy.csu.edu.au/view.current.php?id=00298>).

Assessment Regulations

The assessment practices of all University subjects are conducted in accordance with the University's [Assessment Policy: Coursework Subjects](https://policy.csu.edu.au/view.current.php?id=00301) (<https://policy.csu.edu.au/view.current.php?id=00301>).

Academic Conduct

The University expects that you, as a student, will be honest in your studies and research and that you will not do anything that will interfere with or frustrate the studies and research of other students. In particular, you are expected to:



- acknowledge the work of others in your assignments and other assessable work;
- not knowingly allow others to use your work without acknowledgment;
- report honestly the findings of your study and research; and
- use only permitted materials in examinations.

Details of expected academic conduct are provided in:

- the [Student Academic Misconduct Policy](https://policy.csu.edu.au/view.current.php?id=00279) (https://policy.csu.edu.au/view.current.php?id=00279);
- the [Academic Progress Policy](https://policy.csu.edu.au/view.current.php?id=00250) (https://policy.csu.edu.au/view.current.php?id=00250);

Students are also expected to be responsible in the use of University facilities and resources and to abide by University rules concerning the Library and electronic resources.

- the [Library Rule](https://policy.csu.edu.au/view.current.php?id=00280) (https://policy.csu.edu.au/view.current.php?id=00280); and
- the [Computing and Communications Facilities Use Policy](https://policy.csu.edu.au/view.current.php?id=00145) (https://policy.csu.edu.au/view.current.php?id=00145).

Copies of the Rule of the Library and Code of Conduct for Users of Electronic Facilities can also be obtained from the Library or the Division of Information Technology (DIT) Service Desk.

Penalties for breaching the above Rule and Policies include suspension or exclusion from the University.

Students also have expectations of the University and of other students in the cooperative endeavour of studying. Details of these expectations are provided in the [Student Charter](https://policy.csu.edu.au/view.current.php?id=00268) (https://policy.csu.edu.au/view.current.php?id=00268).

Subject Outline as a Reference Document

This Subject Outline is an accurate and historical record of the curriculum and scope of your subject. The [Subject Outline Policy](https://policy.csu.edu.au/view.current.php?id=00267) (https://policy.csu.edu.au/view.current.php?id=00267) (at clause 16(f)) requires that you retain a copy of the Subject Outline for future use such as for accreditation purposes.

