



PPMP20007 Project Management Concepts

Term 1 - 2018

Profile information current as at 07/09/2025 12:34 pm

All details in this unit profile for PPMP20007 have been officially approved by CQUiversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

General Information

Overview

This unit is aimed at providing postgraduate students with a general introduction to the key features of modern project management practices within organisations. Students that undertake this unit will gain an understanding of the factors required to successfully manage projects by investigating how project success is realised through the application of tools and techniques related to project justification, planning, estimation, scheduling and execution. For students interested in further studies in project management this is the first unit in a series of project management units. Note: If you have completed unit COIS20008, MGMT22166 or PPMP20002 then you cannot take this unit.

Details

Career Level: *Postgraduate*

Unit Level: *Level 8*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

Offerings For Term 1 - 2018

- Brisbane
- Distance
- Mackay
- Melbourne
- Perth
- Rockhampton
- Sydney

Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

Class Timetable

[Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

[Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Online Quiz(zes)**

Weighting: 10%

2. **Practical and Written Assessment**

Weighting: 40%

3. **Examination**

Weighting: 50%

Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

CQUniversity Policies

All University policies are available on the [CQUniversity Policy site](#).

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

Previous Student Feedback

Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

Feedback from Student evaluations and verbal feedback, discussion with the teaching team and members of the project management discipline team, self reflection.

Feedback

Unit content on the website is relevant. The content covered is at an appropriate level and provides a very useful introductory overview unit to project management.

Recommendation

Continue with the current unit content, updating and improving when necessary.

Feedback from Student evaluations and verbal feedback, discussion with the teaching team, self reflection.

Feedback

Student feedback indicated that the teaching resources on the website support student learning and the website is well organised and easy to navigate.

Recommendation

Continue with the current website structure. Note that the content will be updated to correspond to the new edition of the textbook (see below).

Feedback from Student evaluations and verbal feedback, discussion with the teaching team and members of the project management discipline team, self reflection.

Feedback

Positive feedback was received about all assessment items. Students particularly enjoyed the second assessment item which gave students the opportunity to apply their knowledge to a concrete, practical example. Students appreciated being able to discuss the work in their group and felt this enhanced their learning experience. Students also appreciated the benefits of sub-deliverables which encouraged incremental development and provided early feedback. student feedback suggested more marks should be allocated to some of the sub-deliverables.

Recommendation

The proportion of marks for the individual sub-deliverables has been increased. Weekly workshops have been increased by 1 hour.

Feedback from Change to PMBOK and new edition of text book.

Feedback

Resources should be updated to correspond to the adoption of the latest edition of the text book. The new edition has been updated to reflect the PMBOK released in 2017.

Recommendation

Change to the new edition of the textbook and update corresponding resources on the website.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Argue the importance of project management to the success of an organisation.
2. Recognise the activities typically involved in the lifecycle of a project.
3. Evaluate potential projects for an organisation.
4. Describe how to build effective teams.
5. Apply common project planning, scheduling, budgeting, and resource management tools and procedures in a project.
6. Evaluate the status of a project and recommend appropriate corrective action where necessary.
7. Describe the common techniques used for project quality assurance and project risk management.
8. Assess the impacts of organisational, cultural, and governance issues on project success.
9. Argue the role of ethics and professional standards in project management, and defend your position.

This unit will satisfy one of the core requirements for ACS accreditation in the postgraduate ICT courses. This unit is also part of an accreditation package granted by the Australia Computer Society (ACS). The unit contributes to the required number of academic study units for students wishing to undertake profession certification with the Project Management Institute's (PMI) professional qualifications, such as CAPM or PMP.

Australian Computer Society (ACS) recognises the Skills Framework for the Information Age (SFIA). SFIA is in use in over 100 countries and provides a widely used and consistent definition of ICT skills. SFIA is increasingly being used when developing job descriptions and role profiles.

ACS members can use the tool MySFIA to build a skills profile at <https://www.acs.org.au/professionalrecognition/mysfia-b2c.html>

This unit contributes to the following workplace skills as defined by SFIA. The SFIA code is included:

- Business Analysis (BUAN)
- Project Management (PRMG)
- Stakeholder Relationship Management (RLMT)
- Systems Integration (SINT), Change Management (CHMG)
- Release and Deployment (RELM)
- IT Operations (ITOP)
- Problem Management (PBMG)

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes								
	1	2	3	4	5	6	7	8	9
1 - Online Quiz(zes) - 10%		•							•
2 - Practical and Written Assessment - 40%					•	•	•	•	
3 - Examination - 50%	•	•	•	•	•	•	•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes								
	1	2	3	4	5	6	7	8	9
1 - Knowledge	○	○	○	○	○	○	○	○	○
2 - Communication	○		○	○	○	○		○	○
3 - Cognitive, technical and creative skills					○	○		○	
4 - Research									
5 - Self-management					○	○	○		
6 - Ethical and Professional Responsibility									○
7 - Leadership									
8 - Aboriginal and Torres Strait Islander Cultures									

Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
1 - Online Quiz(zes) - 10%	○							
2 - Practical and Written Assessment - 40%	○	○	○	○	○	○	○	
3 - Examination - 50%	○	○	○		○	○	○	

Textbooks and Resources

Textbooks

PPMP20007

Prescribed

Project Management The Managerial Process

Edition: 7E (2017)

Authors: Larson, EW, Gray, CF

McGraw-Hill Education

New York , NY , USA

ISBN: 978-1-259-66609-4

Binding: Hardcover

Additional Textbook Information

An eBook and SmartBook version of this text are also be available for purchase. Links for the eBook and SmartBook follow: <http://www.mheducation.com.au/9781307023077-aus-ebook-project-management-the-managerial-process-7e>
<http://www.mheducation.com.au/9781259924576-aus-smartbook-online-access-for-project-management-the-managerial-process-7e>

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Access to Microsoft Project 2016

Referencing Style

All submissions for this unit must use the referencing style: [Harvard \(author-date\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Jacqueline Jarvis Unit Coordinator

j.jarvis@cqu.edu.au

Schedule

Week 1 - 05 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Modern Project Management. Organisation Strategy and Project Selection	Chapters 1 and 2 plus additional online material.	Form assessment item 2 groups

Week 2 - 12 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Organisation: Structure and Culture	Chapter 3	Form assessment item 2 groups

Week 3 - 19 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
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Defining the Project. Communication and Documentation	Chapter 4 and Gido & Clements Chapter 12 Unit Resources Online (CRO).	Assessment item 2 groups finalised. Microsoft Project Practical 1
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Week 4 - 26 Mar 2018

Module/Topic	Chapter	Events and Submissions/Topic
Developing a Project Plan	Chapter 6	Microsoft Project Practical 2

Week 5 - 02 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Estimating Project Times and Costs	Chapter 5	Online Practice Quiz-1 Assessment item 2: Part A Question 1

Vacation Week - 09 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - 16 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Scheduling Resources and Costs	Chapter 8	Assessment item 1: Online Quiz-2 (10%) Assessment item 2: sub-deliverable 1 (SD1) Online Quiz Due: Week 6 Friday (20 Apr 2018) 11:59 pm AEST

Week 7 - 23 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Managing Risk. Change Control. Quality Management.	Chapter 7 and Kerzner chapter 20 (CRO) plus additional online material.	Assessment item 2: sub-deliverable 2 (SD2)

Week 8 - 30 Apr 2018

Module/Topic	Chapter	Events and Submissions/Topic
Reducing Project Duration	Chapter 9	Assessment item 2: sub-deliverable 3 (SD3)

Week 9 - 07 May 2018

Module/Topic	Chapter	Events and Submissions/Topic
Progress Performance Measurement and Evaluation	Chapter 13	Assessment item 2: sub-deliverable 4 (SD4)

Week 10 - 14 May 2018

Module/Topic	Chapter	Events and Submissions/Topic
Project Closure	Chapter 14	Assessment item 2: sub-deliverable 5 (SD5)

Week 11 - 21 May 2018

Module/Topic	Chapter	Events and Submissions/Topic
Leadership: Being an Effective Project Manager. Managing Project Teams	Chapters 10 and 11	Assessment item 2: Final, Combined, Group Solution (due date: workshop session - Note due date below and in Moodle is to cater for all scheduled workshops) Assessment item 2: Group Practical and Written Assessment Due: Week 11 Friday (25 May 2018) 11:45 pm AEST

Week 12 - 28 May 2018

Module/Topic	Chapter	Events and Submissions/Topic
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An Introduction to Agile Project Management.

Chapter 16

Review/Exam Week - 04 Jun 2018

Module/Topic

Chapter

Events and Submissions/Topic

Exam Week - 11 Jun 2018

Module/Topic

Chapter

Events and Submissions/Topic

Assessment Tasks

1 Online Quiz

Assessment Type

Online Quiz(zes)

Task Description

This assessment item involves an online quiz. The quiz will be available on Monday in week 6 and will be open for approximately one week. It covers the content from weeks 1,2, 3, 4 and 5. It is worth 10% of your overall mark for the unit. The quiz consists of multiple choice and true/false questions. More details can be found on the unit website. Note that in addition to the week 6 quiz described above, there is a practice quiz which will be open in week 5. It helps to prepare you for the week 6 quiz. It is shorter than the week 6 quiz and only covers content from weeks 1, 2 and 3. However, it will give you experience sitting the quiz and although it is not compulsory, you are strongly advised to attempt the practice quiz.

Number of Quizzes

1

Frequency of Quizzes

Assessment Due Date

Week 6 Friday (20 Apr 2018) 11:59 pm AEST

This quiz closes on Friday at the end of week 6, 11:59 PM.

Return Date to Students

Week 7 Monday (23 Apr 2018)

The results will be available on the Monday the week after the quiz.

Weighting

10%

Assessment Criteria

Criteria

The quiz has 30 questions. Each question is of equal weighting.

Referencing Style

- [Harvard \(author-date\)](#)

Submission

Online

Submission Instructions

This is an online quiz.

Learning Outcomes Assessed

- Recognise the activities typically involved in the lifecycle of a project.
- Assess the impacts of organisational, cultural, and governance issues on project success.

Graduate Attributes

- Knowledge

2 Assessment item 2: Group Practical and Written Assessment

Assessment Type

Practical and Written Assessment

Task Description

Group Case Study

The case study is to be developed and submitted as part of your weekly scheduled tutorial/practical/workshop sessions (to be referred to as workshops). It is to be developed incrementally and consists of a series of sub-deliverables with **both individual and group submission of work required**. Although this is a group assignment, each group member is to attempt a sub-deliverable individually before sharing work within the group to produce the group solution for the sub-deliverable. **To be awarded marks the scheduled sub-deliverable(s) for a particular week must be commenced, completed and submitted during your scheduled workshop session as directed by your tutor.**

Weeks 3 to 11 (inclusive) all have tasks that must be completed and submitted in your scheduled workshop session. The weeks 3 - 5 submissions are formative, but this work must be completed in preparation for subsequent weeks. You will be required to commence the scheduled piece of work at the start of the workshop session. Note that each weekly submission is a prerequisite of subsequent weekly submissions. In some cases the weekly submission prepares you for the next piece of work. In other cases the next piece of work builds on one or more of the previous submissions. Although there are no marks allocated for the formative submissions, it is important to complete and submit this work in preparation for the summative tasks scheduled in weeks 6 to 11. Students making unsatisfactory progress in the formative and/or summative tasks will be required to work on this assessment item individually.

This case study simulates a project management scenario where the student takes on the role of project manager. Students are required to use Microsoft project management software as part of this assessment task.

This is a **group** assignment (maximum of **three** members per group) supported by **individual sub-deliverables**.

Note:

1. Although this is a group assignment, each group member is to **attempt all parts of the assignment**. You will be required to work in your group in the workshop session. **For some sub-deliverables students will be required to submit their individual attempt and in other cases both individual and group solutions must be submitted.**
2. Distance education students have the option of working on this assessment item individually.
3. Students not making satisfactory progress in the weekly submissions will be required to work on this assessment item individually.
4. Students not making satisfactory contributions to their group will be required to work on this assessment item individually.

To assist students in their assessment, the following information is provided:

- Product development case description.
- Specific assessment questions that must be answered.
- Information regarding the submission of the assessment.
- Breakdown of Marks.

This information can be found in the assignment specification document on the Moodle unit website.

Assessment Due Date

Week 11 Friday (25 May 2018) 11:45 pm AEST

Note: Although there is a final due date specified here, there are weekly, summative and formative sub-deliverables which must be completed and submitted in your scheduled workshop session. The due date above is to allow for workshops that are scheduled on Fridays. Weekly submissions commence in week 3. Summative sub-deliverables are due in weeks 6 to 11 (inclusive). See the unit website for more details.

Return Date to Students

Review/Exam Week Wednesday (6 June 2018)

Sub-deliverables will be marked and returned within 2 weeks of their submission.

Weighting

40%

Assessment Criteria

Assessment Part	Description	Marks Available
Sub-deliverables	5 sub-deliverables	10
Case Study (Final Version)		
Part A	Development of initial project schedule and report	16
Part B	Modification of the schedule and discussion of the impact of the changes	6
Part C	Tracking of progress - update schedule status and produce status report	8
	Total	40

Referencing Style

- [Harvard \(author-date\)](#)

Submission

Online Group

Submission Instructions

Each sub-deliverable and the final, complete, group solution must be submitted in your scheduled workshop session. See the assignment specification document on the unit website for more detailed submission instructions.

Learning Outcomes Assessed

- Apply common project planning, scheduling, budgeting, and resource management tools and procedures in a project.
- Evaluate the status of a project and recommend appropriate corrective action where necessary.
- Describe the common techniques used for project quality assurance and project risk management.
- Assess the impacts of organisational, cultural, and governance issues on project success.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Self-management
- Ethical and Professional Responsibility
- Leadership

Examination

Outline

Complete an invigilated examination.

Date

During the examination period at a CQUniversity examination centre.

Weighting

50%

Length

180 minutes

Exam Conditions

Closed Book.

Materials

Dictionary - non-electronic, concise, direct translation only (dictionary must not contain any notes or comments).
 Calculator - non-programmable, no text retrieval, silent only

Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

What can you do to act with integrity?



Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem