



PPMP20007 Project Management Concepts

Term 3 - 2023

Profile information current as at 25/04/2025 09:45 am

All details in this unit profile for PPMP20007 have been officially approved by CQU University 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 you with a general introduction to the key features of modern project management practices within organisations. In undertaking this unit you will gain an understanding of the factors required to successfully manage projects by investigating how project success is related to the concept of value held by key stakeholders, alignment with organizational strategy, and benefit realization through the application of project management specific knowledge, skills, tools and techniques.

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

Anti-requisites: COIS20008, MGMT22166, or PPMP20002 then they cannot take 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 3 - 2023

- Brisbane
- Melbourne
- Online
- 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. **Practical Assessment**

Weighting: 30%

2. **Online Quiz(zes)**

Weighting: 20%

3. **Written Assessment**

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 SUTE UNIT COMMENTS REPORT

Feedback

Lecture recordings should be updated.

Recommendation

Recordings are gradually updated; however, it needs to be made clear that on-campus students are required to attend face-to-face lectures, and recordings are offered as supplementary resources.

Feedback from SUTE UNIT COMMENTS REPORT

Feedback

Students enjoy real-life case studies and request more real-world examples and exercises.

Recommendation

More case-study-based discussions and assessments will be phased into the Unit. At least one external speaker per term should be engaged to give students an industry perspective.

Feedback from SUTE UNIT COMMENTS REPORT

Feedback

The assessment task descriptions are not always clear to students.

Recommendation

Assessment tasks are continuously updated, and task descriptions are subject to peer review. An assessment discussion is to be included in the weekly tutorials to give continuous guidance and answer queries. This is also expected to help students' time management in completing assessment tasks.

Unit Learning Outcomes

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

1. Discuss the importance of project management to create value in the context of various organisational cultures and strategies.
2. Explain how internal and external project settings influence the selection of adaptive, predictive or hybrid project delivery methods.
3. Apply and critique scheduling, budgeting, risk management, and other project management techniques for achieving project success.
4. Critically analyse how project management principles and ethics guide people's behaviour on the project.

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

The Australian Computer Society (ACS) recognises the Skills Framework for the Information Age (SFIA). SFIA is adopted by organisations, governments and individuals in many 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.

This unit contributes to the following workplace skills as defined by [SFIA 8](#) (the SFIA code is included)

- Project Management (PRMG)
- Change Control (CHMG)
- Requirements definition and management (REQM)
- Stakeholder relationship management (RLMT)
- Risk management (BURM)
- Systems development management (DLMG)

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
1 - Practical Assessment - 30%	•		•	
2 - Written Assessment - 50%	•	•	•	•
3 - Online Quiz(zes) - 20%		•		•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
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				

Textbooks and Resources

Textbooks

PPMP20007

Prescribed

Project Management: The Managerial Process

Edition: 8E (2021)

Authors: Larson, EW, Gray, CF

McGraw-Hill Education

New York, NY, USA

ISBN: 978-1-260-57043-4

Binding: Paperback

[View textbooks at the CQUniversity Bookshop](#)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Microsoft office Suite or equivalent (Especially Spreadsheets)
- Microsoft Teams - camera and microphone
- Access to Microsoft Project 2019 (available on campus and for download)

Referencing Style

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

For further information, see the Assessment Tasks.

Teaching Contacts

Roksana Tumpa Unit Coordinator

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Schedule

Week 1 - 06 Nov 2023

Module/Topic	Chapter	Events and Submissions/Topic
Modern project management Organisation strategy and project selection Projects, programs, and portfolios as strategy implementation tools	Chapters 1 & 2 plus additional online material	Lecture 1 Tutorial 1: Ice-breaking activity (students introduce themselves including their academic and professional backgrounds and talk about one aspect of their home culture)

Week 2 - 13 Nov 2023

Module/Topic	Chapter	Events and Submissions/Topic
Organisation: Structure and culture	Chapter 3	Lecture 2 Tutorial 2 Assessment 3: Team formation and topic selection.

Week 3 - 20 Nov 2023

Module/Topic	Chapter	Events and Submissions/Topic
Defining the project and its stakeholders Identifying communication and documentation needs	Chapter 4 plus recommended reading on Moodle	Lecture 3 Tutorial 3 MS Project practical 1 submission (not graded) Assessment 3: Team formation and topic selection. Start working when approved.

Week 4 - 27 Nov 2023

Module/Topic	Chapter	Events and Submissions/Topic
Developing a project schedule	Chapter 6	Lecture 4 Tutorial 4 MS Project practical 2 submission (not graded) Assessment 3: Team formation and topic selection. Start working when approved.

Mid-term break - 04 Dec 2023

Module/Topic	Chapter	Events and Submissions/Topic
Possible make-up classes as notified		The mid-term break allows students to take a break and catch up on work, especially for assessment 3. Assessment 3: Conduct team meeting

Week 5 - 11 Dec 2023

Module/Topic	Chapter	Events and Submissions/Topic
Estimating project times and costs	Chapter 5	Lecture 5 Tutorial 5 MS Project practical 3 submission (not graded) Assessment 3: Groups, topics, and schedule finalised by week 5 Initiate team meeting

Week 6 - 18 Dec 2023

Module/Topic	Chapter	Events and Submissions/Topic
Scheduling resources and costs	Chapter 8	Lecture 6 Tutorial 6 MS Project practical 4 submission (not graded) Assessment 3: Conduct team meeting

End of year break - 25 Dec 2023

Module/Topic	Chapter	Events and Submissions/Topic
Possible make-up classes as notified		Enjoy the festive season!

Week 7 - 01 Jan 2024

Module/Topic	Chapter	Events and Submissions/Topic

Managing risk, change control, quality management	Chapter 7 plus Kerzner's Book Chapter 20 (available in the eReading Lists)	Lecture 7 Tutorial 7 MS Project practical 5 submission (not graded) Assessment 3: Conduct team meeting
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Week 8 - 08 Jan 2024

Module/Topic	Chapter	Events and Submissions/Topic
Reducing project duration	Chapter 9	Lecture 8 Tutorial 8 Assessment 1 is due this week. Assessment 1 must be commenced, developed and submitted in week 8's scheduled tutorial. Any submission outside students' respective tutorial classes will result in zero marks. Assessment 1 is a closed-book test.

Week 9 - 15 Jan 2024

Module/Topic	Chapter	Events and Submissions/Topic
Progress and performance measurement and evaluation	Chapter 13	Lecture 9 Tutorial 9 Assessment 2: In-class online quiz is due during week 9's tutorial class. Any submission outside students' respective tutorial classes will result in zero marks. Assessment 2 is a closed-book test.

Week 10 - 22 Jan 2024

Module/Topic	Chapter	Events and Submissions/Topic
Project closure	Chapter 14	Lecture 10 Tutorial 10 Assessment 3 Part A: Due Friday of week 10 (26 January 2024) 11:45 PM AEST Assessment 3 presentation schedules finalised by tutors and published in MS Teams for each tutorial group (Including DST students).

Week 11 - 29 Jan 2024

Module/Topic	Chapter	Events and Submissions/Topic
Being an effective project manager Managing project teams	Chapters 10 & 11	Lecture 11 Tutorial 11 Assessment 3 Part B: In-class presentations on the written report (3A)

Week 12 - 05 Feb 2024

Module/Topic	Chapter	Events and Submissions/Topic
An introduction to agile project management	Chapter 15	Lecture 12 Tutorial 12 Assessment 3 Part B: In-class presentations on the written report (3A)

Exam Week - 12 Feb 2024

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Create a representative project schedule using MS Project

Assessment Type

Practical Assessment

Task Description

For this assessment students are asked to develop an optimised, resourced and priced project schedule based on a given scenario, during the tutorial class, applying the Microsoft Project (MSP) skills learned in the 5 practicals (week 3-7). Students demonstrate their scheduling skills through several progressive steps using the software, and in doing so, their understanding of the value proposition embedded in a well-conceived and optimised project schedule, resource plan, and budget.

This assessment is preceded by 5 classroom Microsoft Project practicals which have to be completed and submitted in the weekly tutorial classes from week 3-7, as non-graded assessment tasks. While they are non-graded, failure to submit at least 4 practicals, as specified in the practical instructions and within students' scheduled tutorials will incur a 5-mark penalty to the overall assessment mark.

Scenarios for the assessment (case study) are handed out at the start of the week 8 tutorial class. Several different scenarios may be used. A minimum number of activities to be included in the schedule will be stated.

Students are required to submit individually in the tutorial class as monitored by the respective tutor. DST students will receive their assessment in a shortened tutorial, after which they will have to submit their work within a given time limit. Late submissions will not be accepted unless a formal extension request has been submitted and approved as per CQU Policy.

Assessment Due Date

Due by the end of students' respective week 8 tutorial

Return Date to Students

Feedback return period as per CQU policy

Weighting

30%

Assessment Criteria

The schedule is representative of the project, is realistic and achievable, and allows for known risks.

- Representative tasks are shown for the automated schedule with the correct start date and appropriate holiday information **(2 marks)**
- The tasks are entered correctly with appropriate indentation. The outline number and the WBS column are displayed **(5 marks)**
- The project name is shown on top of the schedule. Task durations and predecessors are entered. The WBS predecessors' column and the entire project are shown **(6 marks)**
- The schedule is automated, and the critical path(s) is displayed in red with appropriate milestone added at the end of the schedule **(4 marks)**
- A resource pool is created, and resources are allocated to the relevant tasks **(4 marks)**
- The resource overallocation is resolved within and outside the available slack **(4 marks)**
- The project's total duration and cost are included **(2 marks)**
- The project's total duration and cost after adding task contingency allowance are included **(3 marks)**
- Penalty for not submitting at least 4 MS Project practicals as per instructions within the scheduled tutorials **(-5 marks)**

Referencing Style

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

Submission

Online

Submission Instructions

Student submissions are made individually in the week 8's tutorial class as monitored by the respective tutor. DST students will receive their assessment in a shortened tutorial, after which they will have to submit their work within a given time limit. Late submissions will not be accepted unless a formal extension request has been submitted and

approved as per CQU Policy.

Learning Outcomes Assessed

- Discuss the importance of project management to create value in the context of various organisational cultures and strategies.
- Apply and critique scheduling, budgeting, risk management, and other project management techniques for achieving project success.

2 In-class online quiz

Assessment Type

Online Quiz(zes)

Task Description

Task Description

This assessment item involves an in-class (closed-book), online quiz earning 20% of the unit marks. The students will be evaluated on their acquisition of knowledge, comprehension, and application of the unit content covered to this point.

- The online quiz will be an in-class, closed-book test.
- Only one attempt will be allowed.
- The online quiz will be held during the week 9 tutorial class.
- The quiz must be completed within the given time frame.
- There will be 39 questions in total (a combination of multiple-choice, true/false, and calculations questions).
- There will be a time limit of 50 minutes to complete the quiz. After this the quiz will automatically close and submit.
- The quiz covers the content from weeks 1 to 8 (lectures, tutorials, readings, etc.).
- It is mandatory that you complete the quiz in the tutorial classroom.
- A online (zoom) session will be organised for DST students in which they will have to perform the quiz under the supervision of the unit coordinator.
- Late submissions will not be accepted unless a formal extension request has been submitted and approved as per CQU Policy.

Number of Quizzes

1

Frequency of Quizzes

Other

Assessment Due Date

Due by the end of students' respective week 9 tutorial

Return Date to Students

Results are displayed when the quiz is closed (after the last tutorial of the week).

Weighting

20%

Assessment Criteria

- Each question will earn 0.5 marks except the CPA calculation question which will earn 1 mark.
- There will be no penalty for incorrect answers.

Referencing Style

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

Submission

Online

Submission Instructions

Student submissions are made individually in the week 9's tutorial class as monitored by the respective tutor. DST students will receive their assessment in a shortened tutorial, after which they will have to submit their work within a given time limit. Late submissions will not be accepted unless a formal extension request has been submitted and approved as per CQU Policy.

Learning Outcomes Assessed

- Explain how internal and external project settings influence the selection of adaptive, predictive or hybrid project

delivery methods.

- Critically analyse how project management principles and ethics guide people's behaviour on the project.

3 Academic report and presentation (group work)

Assessment Type

Written Assessment

Task Description

Strong evidence is presented in the literature of a positive correlation between well-functioning project teams and project success. This assessment item aims at not only evidencing learning on a given topic but also students' ability to function well in a team.

This assessment requires students to work in a team of 3 to 4 students, produce an academic report on an approved project management topic and deliver a classroom/virtual (DST students) presentation. Teams are formed in the early weeks of the term and topics are chosen from different areas of project management listed in the assessment specification. Teams and topics must be approved by the respective tutors by week 5. Students that are not part of a team by week 5 will be allocated a team by their tutor and will have to abide by their decision. No change in team membership can be allowed once groups are formed as that would affect team performance.

Students must form teams with students from the same tutorial class. DST students are encouraged to work in a team as well but may apply to work individually should circumstances prohibit effective team formation.

The assessment consists of:

Part A (40%): (Due in week 10)

- A 4000-word academic report on the chosen topic, including a team critical reflection on the team experience using the Tuckman model of forming, storming, norming, and performing. The critical reflection must consist of a contribution from each team member (Min 250 words per team member).
- A PowerPoint presentation of not more than 15 content slides summarising the key findings of the report.

Part B (10%): (during week 11 & week 12)

- A classroom or virtual presentation (DST students) of the topic by all members of the team, as scheduled by the respective tutors.

Assessment Due Date

Part A week 10 (26 January 2024 at 11:45 PM AEST); Part B presentations (during week 11 & week 12)

Return Date to Students

Feedback return period as per CQU policy.

Weighting

50%

Assessment Criteria

Part A (40 marks)

- Introduction: Clear introduction of the topic, engaging the reader from the outset **(4 marks)**
- Body: Quality of content, extending the knowledge about project management, level of detail provided, the flow of information, and coherence **(6 marks)**
- Conclusion: Summarising the key points and formulating your own conclusions **(4 marks)**
- Evidence of comprehension: Students' opinions, and contextualization of concepts through experience and/or examples **(6 marks)**
- Format: Clarity of expression, structure, and grammar of an academic standard **(4 marks)**
- Referencing: Correct referencing of sources and correlation with in-text citations **(4 marks)**
- A PowerPoint presentation as per the assessment specification of not more than 15 content slides summarizing the key findings **(6 marks)**
- A written critical reflection on the team experience by all team members, using the Tuckman model of forming, storming, norming, and performing **(6 marks)**

Part B (10 marks)

- A classroom or virtual presentation (DST students) of the topic by all members of the team, as scheduled by the respective tutors (marks allocated individually to each group member)

Referencing Style

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

Submission

Online Group

Submission Instructions

One team member submits work on behalf of the team. Reports are submitted in MS Word format, Presentations in MS PowerPoint format. Students are advised that submissions are checked by plagiarism detection software Turnitin and are advised to allow sufficient time before the deadline.

Learning Outcomes Assessed

- Discuss the importance of project management to create value in the context of various organisational cultures and strategies.
- Explain how internal and external project settings influence the selection of adaptive, predictive or hybrid project delivery methods.
- Apply and critique scheduling, budgeting, risk management, and other project management techniques for achieving project success.
- Critically analyse how project management principles and ethics guide people's behaviour on the project.

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