PPMP20010 *Executing and Closing Projects*
Term 3 - 2018

Profile information current as at 24/04/2024 05:32 am

All details in this unit profile for PPMP20010 have been officially approved by CQUniversity 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
Executing and Closing Projects will develop your skills in the executing and closing stages of the project life cycle. You will consider several different definitions of what is required when executing a project from the perspective of different standards, frameworks and academic works. Projects will be investigated according to industry, project domain, and other factors to enable you to describe their influences and approaches to project execution and closing. You will analyse inputs and outputs, and the tools and techniques applied in different project domains. This will enable you to identify the practical application of project monitoring, control systems, and the management of control issues, such as, scope creep, risk, quality, baseline changes in the context of project outsourcing, oversight, and contract closure.

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 3 - 2018

- Brisbane
- Distance
- Melbourne
- Perth
- 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. **Practical Assessment**
Weighting: 30%
3. **Written Assessment**
Weighting: 40%

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 Feedback

Feedback
Assignment 3 difficulty - extra resources should be provided to students.

Recommendation
This assignment requires students to research and find a 'failed' project case study and critically analyse it as to why it failed. The tutor and lecturer cannot provide extra resources/readings as this is part of the student's assignment. At a postgraduate level students need to be information literate and be able to critically analyse the literature. Without this assessment task, the unit will lose its weighting as a postgraduate unit. However, lecturers and tutors will be tasked to provide further support where required and to ensure students are on the right track to select an appropriate case study.

Feedback from Student Feedback

Feedback
It will be more appropriate to teach PMBOK and PRINCE2 separately instead of in one unit together.

Recommendation
Both PRINCE2 and PMBOK are used together in many industries when it comes to executing and closing projects. Students require knowledge across both standards.

Feedback from Student Feedback

Feedback
Tutorial questions can be improved to be more interesting.

Recommendation
Tutorial questions will be improved upon to encourage further discussion in class as well as deep debates on topics.

Unit Learning Outcomes

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

1. Examine the knowledge areas and processes applied in the execution and closing stages of the project management life cycle
2. Critically analyse how the needs of stakeholders might change the priority of outputs from the execution and closing stages of the project management life cycle
3. Define and justify project event-driven and time-driven controls for a case study project
4. Define and justify audit, governance and termination reporting for a case study project.

This unit will satisfy one of the requirements for Australia Computer Society (ACS) accreditation in the postgraduate ICT courses.
The unit may contribute 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.
The 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 codes as defined by SFIA:

- 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

— N/A Level ◦ Introductory Level • Intermediate Level • Graduate Level ◦ Professional Level ◦ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
1 - Practical Assessment - 30%			•	
2 - Practical Assessment - 30%				•
3 - Written Assessment - 40%	•	•		

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
1 - Knowledge	◦	◦		

Graduate Attributes	Learning Outcomes			
	1	2	3	4
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 - Practical Assessment - 30%			○	○		○		
2 - Practical Assessment - 30%			○	○		○		
3 - Written Assessment - 40%	○		○	○		○		

Textbooks and Resources

Textbooks

There are no required textbooks.

Additional Textbook Information

1. An eBook version of *A Guide to The Project Management Body of Knowledge (PMBOK® Guide, 6th Edition 2017)* is available through CQU Library.
2. An eBook version of *Project Management: A Systems Approach to Planning, Scheduling, and Controlling (H. Kerzner, 12th Edition 2017)* is available through CQU Library.
3. An eBook version of *Managing Successful Projects with PRINCE2 (2017 Edition)* is available through CQU Library.
4. An eBook version of *Directing Successful Projects with PRINCE2 (2009 Edition)* is available through CQU Library.
5. Note that there are user limits on accessing ebooks. If you would prefer your own copy, they are available through the CQUni Bookshop here (search on the Unit code)

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Computer - ability to access study materials, including instructional videos & upload assessment

Referencing Style

All submissions for this unit must use the referencing style: Harvard (author-date)
For further information, see the Assessment Tasks.

Teaching Contacts

Ghulam Chaudhry Unit Coordinator
g.chaudhry@cqu.edu.au

Schedule

Week 1 - 05 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
Executing and closing projects	PMBOK Part 1: Chapter 1 and Part 2: Chapters 1 & 2 Kerzner Chapters 1, 2, 3 & 21 Directing with PRINCE2 Chapters 1, 3, 5, 11 & 12 Managing with PRINCE2 Chapters 1, 2 & 3	Unit induction and overview of three assessment tasks. Lecture 1 Tutorial 1

Week 2 - 12 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
Project performance management	PMBOK Part 1: Chapters 4.3, 10.2-10.3 & 13.3-13.4 Kerzner Chapters 2, 3 & Appendix E Directing with PRINCE2 Chapters 4 & 5 Managing with PRINCE2 Chapters 11 & 12	Lecture 2 Tutorial 2

Week 3 - 19 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic
Earned Value Management - I	PMBOK Part 1: Chapters 6.7, 7.4 & 10.2 Kerzner Chapter 14 & Appendix E Directing with PRINCE2 Chapter 7 Managing with PRINCE2 Chapters 13 & 17 Optionally: AS 4817-2006 : Project performance measurement using Earned Value	Lecture 3 Tutorial 3

Week 4 - 26 Nov 2018

Module/Topic	Chapter	Events and Submissions/Topic

Earned Value Management - II	PMBOK Part 1: Chapters 10.3 & 11.7 Kerzner Chapter 17 & Appendix E Directing with PRINCE2 Chapter 8 Managing with PRINCE2 Chapters 18 & 19 Optionally: Standards Australia: AS 4817-2006 : Project performance measurement using Earned Value	Lecture 4 Tutorial 4

Vacation Week - 03 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic

Week 5 - 10 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic
Project Control Systems - I	PMBOK Part 1: Chapters 6.6 & 8.2-8.3 Kerzner Chapter 5, Appendix E Directing with PRINCE2 Appendix A Managing with PRINCE2 Chapter 17 & Appendix E.4 Optionally: Standards Australia: AS/NZS ISO/IEC/IEEE 15288:2015 Systems and software engineering - System life cycle processes	Lecture 5 Tutorial 5 Assessment 1 - Part A

Week 6 - 17 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic
Project Control Systems – II	PMBOK Part 1: Chapters 9 & 12 Kerzner Chapters 2, 16, 19 & Appendix E Directing with PRINCE2 Appendix A Managing with PRINCE2 Chapter 17 Optionally: Standards Australia: AS/NZS ISO/IEC/IEEE 15288:2015 Systems and software engineering - System life cycle processes	Lecture 6 Tutorial 6

Week 7 - 31 Dec 2018

Module/Topic	Chapter	Events and Submissions/Topic
Project Audit.	PMBOK Part 1: Chapter 4.5-4.6 Kerzner Chapters 2, 11, 20 & Appendix E Directing with PRINCE2 Chapter 10 Managing with PRINCE2 Chapters 8, 11 & 18 Optionally: Standards Australia: AS/NZS ISO 19011:2014 Guidelines for auditing management systems	Lecture 7 Tutorial 7 Assessment 1 - Part B

Week 8 - 07 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
Project Termination & Lessons Learnt	PMBOK Part 1: Chapters 4.7 & 12.3 Kerzner Chapters 9, 11, 19 & Appendix E Directing with PRINCE2 Chapter 9 Managing with PRINCE2 Chapters 19 & 20	Lecture 8 Tutorial 8

Week 9 - 14 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
Project Governance - I	PMBOK Part 1: Chapter 13.1 Kerzner Chapters 1, 24 & Appendix E Directing with PRINCE2 Appendix B Managing with PRINCE2 Glossary Optionally: Standards Australia: AS/NZS 8016:2013 Governance of IT enabled projects Optionally: Standards Australia: AS 8000-2003 Corporate governance - Good governance principles	Lecture 9 Tutorial 9 Assessment 2 - Part A

Week 10 - 21 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
Project Governance - II	PMBOK Part 1: Chapters 4, 9.2 & 13.2 Kerzner Chapters 8, 10 & Appendix E Directing with PRINCE2 Chapter 11 & Appendix C Managing with PRINCE2 Chapters 4 & 16 Optionally: Standards Australia: AS/NZS 8016:2013 Governance of IT enabled projects Optionally: Standards Australia: AS 8000-2003 Corporate governance - Good governance principles	Lecture 10 Tutorial 10

Week 11 - 28 Jan 2019

Module/Topic	Chapter	Events and Submissions/Topic
Integration Management – I.	PMBOK Part 1: Chapter 4, Part 2: Chapters 3-6 Kerzner Chapters 3, 18 & Appendix E Directing with PRINCE2 Appendix A & C Managing with PRINCE2 Chapters 13, 14 & 17	Lecture 11 Tutorial 11 Assessment 2 - Part B

Week 12 - 04 Feb 2019

Module/Topic	Chapter	Events and Submissions/Topic

Integration Management – II.	PMBOK Part 1: Chapter 4 Kerzner Chapter 11 & Appendix E Directing with PRINCE2 Appendix A & C Managing with PRINCE2 Chapters 18 & 19	Lecture 12. Oral Presentation for Assignment 3 in Tutorial Class (For distance students via zoom/phone) **Critical Analysis Report + Presentation** Due: Week 12 Friday (8 Feb 2019) 11:45 pm AEST

Exam Week - 18 Feb 2019

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Project Status and Control

Assessment Type
Practical Assessment

Task Description
This assessment will take place during your tutorial class (for distance students a time will be specified in Moodle where the assessment will be time released for completion) and it includes two parts: Part A and Part B.
Please read the case study which is provided in Moodle as it is required for this assessment.
Note: This assessment is to be completed on an individual basis.

PART A - Earned Value Management (Project Status) - Week 5
For Part A, you will be given the assessment during your 2 hour tutorial class in Week 5 (for distance students, it will be time released in Moodle during Week 5). This assessment will contain questions on earned value management. The information provided to you in the assessment will contain raw data for planned values, actual expenditure and a Gantt chart. Your tasks for this part of the assessment are as follows:

- Task
  - Add appropriate task names to the Gantt chart based on the case study provided in Moodle.
  - Calculate the variances based on the raw data provided.
  - Calculate and interpret various forecasts based on the raw data provided.
- Purpose
  - The primary purpose of this assessment item is to help you to develop skills in earned value analysis and management.
- Structure
  - You will be provided the assessment in class (printed hard copy) with ample space to answer the questions. At the end of the tutorial class your tutor will collect your assessment. For distance students this will be managed electronically via Moodle.
  - No phones (or other portable devices) are allowed during the assessment time although you are allowed to use the lab computer to look up resources/references to help you with this assessment.
  - Please bring a pen with you.

PART B - Controls - Week 7
For Part B, you will be given the assessment during your tutorial class in Week 7 (for distance students, it will be time released in Moodle during Week 7). This assessment will contain questions on project controls. A template will be provided to you so you can complete the assessment. The objectives of this part of the assessment is to develop your skills in time and event driven controls.

- Task
  - Specify the main event drive controls based on the case study provided in Moodle.
  - Specify the main time drive controls based on the case study provided in Moodle.
  - Define the configuration procedural outputs for each control item above.
  - Map the control items to PMBOK knowledge areas.
- Purpose

    - The primary purpose of this assessment item is to help you to develop skills in the definition and development of event and time driven management processes.
    - The secondary purpose of this assignment is to give you the opportunity to consider project progress and control requirements within a project life cycle.

- Structure

    - You will be provided the assessment in class (printed hard copy) with ample space to answer the questions. At the end of the tutorial class your tutor will collect your assessment. For distance students this will be managed electronically via Moodle.
    - No phones (or other portable devices) are allowed during the assessment time although you are allowed to use the computer to look up resources/references to help you with this assessment.
    - Please bring a pen with you.

Assessment Due Date

Return Date to Students

Weighting
30%

Assessment Criteria
Your assignment will be assessed on the extent and quality to which it meets each of the following criteria.

- Part A - A complete and correct earned value analysis? (50%)
- Part B - A complete and correct controls specification? (50%)

Each part above will have individual marks for the various sections in the assessment and these will be specified in the assessment documentation when handed to students.

Referencing Style

- Harvard (author-date)

Submission
Offline

Submission Instructions
Please read description above

Learning Outcomes Assessed

- Define and justify project event-driven and time-driven controls for a case study project

Graduate Attributes

- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

2 Project Audit, Termination and Governance

Assessment Type
Practical Assessment

Task Description
This assessment will take place during your tutorial class (for distance students a time will be specified in Moodle where the assessment will be time released for completion) and it includes two parts: Part A and Part B.
Please read the case study which is provided in Moodle as it is required for this assessment.
Note: This assessment is to be completed on an individual basis.
PART A - Audit & Termination - Week 9
For Part A, you will be given the assessment during your tutorial class in Week 9 (for distance students, it will be time released in Moodle during Week 9). This assessment will contain questions on project audit and termination/closure. A template will be provided to you so you can complete the assessment.

- Task

    - Specify the requested audit-able items based on the case study provided in Moodle.
    - Describe how the above items will be closed assuming the related project tasks have been successfully completed.

- Purpose
    - The primary purpose of this assessment item is to help you to develop skills in the definition and development of project audit-able items and project termination/closure.
- Structure
    - You will be provided the assessment in class (printed hard copy) with ample space to answer the questions. At the end of the tutorial class your tutor will collect your assessment. For distance students this will be managed electronically via Moodle.
    - No phones (or other portable devices) are allowed during the assessment time although you are allowed to use the computer to look up resources/references to help you with this assessment.
    - Please bring a pen with you.

PART B - Governance - Week 11
For Part B, you will be given the assessment during your tutorial class in Week 11 (for distance students it will be time released in Moodle during Week 11). This assessment will contain questions on project governance. A template will be provided to you so you can complete the assessment.

- Task
    - Develop project governance arrangements based on the case study provided in Moodle.
    - Define the various roles and responsibilities within the governance arrangements above.
- Purpose
    - The primary purpose of this assessment item is to help you to develop skills in the definition and development of project governance arrangements.
- Structure
    - You will be provided the assessment in class (printed hard copy) with ample space to answer the questions. At the end of the tutorial class your tutor will collect your assessment. For distance students this will be managed electronically via Moodle.
    - No phones (or other portable devices) are allowed during the assessment time although you are allowed to use the computer to look up resources/references to help you with this assessment.
    - Please bring a pen with you.

Assessment Due Date

Return Date to Students

Weighting
30%

Assessment Criteria
Your assignment will be assessed on the extent and quality to which it meets each of the following criteria.

- Part A - A complete and correct analysis of project audit and termination? (50%)
- Part B - A complete and correct description and analysis of project governance? (50%)

Each part above will have individual marks for the various sections in the assessment and these will be specified in the assessment documentation when handed to students.

Referencing Style

- Harvard (author-date)

Submission
Offline

Learning Outcomes Assessed

- Define and justify audit, governance and termination reporting for a case study project.

Graduate Attributes

- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

3 Critical Analysis Report + Presentation

Assessment Type
Written Assessment

Task Description
Assignment Overview
Project Management in various domains is considered to be a relatively mature discipline. There is extensive body of knowledge that promotes project management and supports its main object of delivering successful projects. This knowledge base is supplemented by a well-established standards that have been evolving over years such as PMBOK and Prince2 to equip project managers with the knowledge, tools and skills to perform their role.
Having said that, project delivery in various domains is still unsatisfactory. Many recent studies and audits have revealed that project management fails to deliver successful project outcomes with alarming frequency. In the case of construction, for example, recent figures show that around 50% of projects fail to meet the delivery targets. Those problems are not exclusive to the construction sector. The IT sector projects also encounter an estimated 66% failure rate. This should be alarming to project management professionals and practitioners whose main duties are to ensure successful delivery of projects.
Since project management is supposed to improve project delivery, it is essential to fully appreciate the reasons behind project failure. Understanding the reasons for project failure will help protect management profession work towards achieving more consistent project delivery.
This is a group assignment for on-campus students (**maximum of 3 students in a group**) whereas distance education students will complete this assignment individually. This assessment item requires you to consider:

1. Project execution,
2. Project success factors,
3. Reasons for cost and time overruns,
4. Application of project control systems,
5. Stakeholders' influence on project performance

You must demonstrate your understanding of the above in the context of a real-life project of your choice and submit a critical analysis report. You are encouraged to use assignment output and ideas that you may have developed from previous practical assignments within this unit as supporting evidence for your analysis.
Task

- (Worth 30%) Your task is to consider the first two learning outcomes (L1 and L2) in the context of this unit. This assignment requires you to examine a significant project (partially or fully failed) of your own choice from any discipline (perhaps from personal experience or professional network). You are required to produce a detailed report which forwards a critical analysis of project control approaches used to ensure successful completion of the project and stakeholders' influence. The report should include a demonstration of the range of control systems and evaluation of their application and whether or not a poor application of the control systems and lack of stakeholder's management has contributed partially or fully to the project failure.
- (Worth 10%) In addition, you are required to give an oral presentation of duration 10 minutes about your written report. Your presentation will be during tutorial class time in Week 12 for face to face students (via Zoom/Phone for Distance Students).

Purpose

- The primary purpose of this assessment item is to help you to develop and demonstrate your skills in the use of project management concepts, principles, theories and arguments about the project management execution phase. You are particularly required to demonstrate your understanding of the real application of control systems. You must then be able to analyse and argue what type of control systems will enable better or worse project outcomes.

Structure of the Written Report
Your report should be of 4000 words (excluding references and appendices). The report should include the following 7 key sections:

1. An introduction to the real-life partially or fully failed project you have chosen;
2. Explanation of the range of used control systems for cost, schedule, scope and quality;
3. An analysis of the reasons that explain the cost and/or time overruns encountered during the project;
4. An analysis of the extent to which the project execution team could be held responsible of the incurred time and/or cost overruns;
5. An analysis of the relationship between the problems you identify in section 3 above and the stakeholders' needs and influence;
6. An analysis of the project management actions that could have been taken to better control the project and stakeholders in order to increase the chance for successful delivery;

7. A conclusion which identifies the key lessons that Project Management can learn from the experience of the project.

Note: your presentation should also follow a similar structure as per your written report.

This assessment also involves researching your assigned topic to enhance your understanding of project management concepts and utilisation of academic literature. Whilst you should use the recommended textbooks you may also refer to relevant peer reviewed academic journal articles. You will be expected to present information and evidence from, and cite from the reading material from the unit. You are also encouraged to cite other material that is peer reviewed.

- **Note:** start your assignment early in the term as it will require you to research and find a suitable failed project case study by either searching the web or searching for appropriate journal articles by using the library website.

Assessment Due Date
Week 12 Friday (8 Feb 2019) 11:45 pm AEST
Written Report and Powerpoint File to be submitted in Moodle and Oral Presentation to be given as per the task description above

Return Date to Students
Exam Week Friday (15 Feb 2019)
Assignment will be returned prior to confirmation of grades

Weighting
40%

Minimum mark or grade
50%

Assessment Criteria
Report (30% scaled) The report will be generally assessed on the quality of the work presented, the extent and coverage of the key aspects, and understanding of the issues involved. More specifically, your assignment will be assessed on the extent and quality to which it meets each of the following criteria.

- Familiarity with project context, issues and applicable control systems (30%)
- Critical evaluation of the effectiveness of applied control systems and stakeholder's management (40%)
- Appropriate and well structured, concise and clear understanding of project management arguments in response to the assessment task? (20%)
- Clarity of expression, language, format and presentation of the written report (10%)

Oral Presentation (10% scaled)

- Preparation and consistency of presentation (10%)
- Set up and use of visual aids, including Powerpoint slides (10%)
- Timing including Q&A (5%)
- Presentation content is relevant to the topic (20%)
- Content is clear, concise and relevant (20%)
- Response to Questions during Q&A (20%)
- Presentation manner (5%)
- Content is explained well (10%)

Referencing Style

- Harvard (author-date)

Submission
Online Group

Submission Instructions
Written Report and Powerpoint File to be submitted in Moodle and Oral Presentation to be given as per the task description above

Learning Outcomes Assessed

- Examine the knowledge areas and processes applied in the execution and closing stages of the project management life cycle
- Critically analyse how the needs of stakeholders might change the priority of outputs from the execution and closing stages of the project management life cycle

Graduate Attributes

- Knowledge
- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

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