



PPMP20010 Executing and Closing Projects

Term 3 - 2021

Profile information current as at 19/04/2024 10:41 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 - 2021

- Brisbane
- Melbourne
- Online
- 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 Students' comments and emails, discussions during tutorial time

Feedback

While the content of the slides covering the two frameworks PMBok and PRINCE2 and the practical knowledge from Kerzner's brings the benefits of providing different perspectives on project management, it may make the content repetitive and could not fit within the given lecture time. The lecture slides should be designed to be more engaging and attractive.

Recommendation

Provide more short video clips, images, and attractive visualisation in the lecture and tutorial slides.

Feedback from Students' comments and emails, discussions during tutorial time

Feedback

Revision MCQ questions in the tutorial sessions sometimes are not related to the content of the weekly lecture. There should be more activities in the tutorials.

Recommendation

Review and update the revision questions in the tutorials to ensure the content aligns with the weekly lecture. Use Kahoot or Mentimeters or other interactive education technologies to improve students' engagement in lecture and tutorial activities. Introduce more practical case studies for in-depth discussions in class.

Feedback from Assignment 1, 2 submission

Feedback

Many students are confused when completing the requirements in the templates, for example, sections 6, 8 in assignment 1 part 1, and section 4, 5,6 in part 1 assignment 2 (students get confused to differentiate between issues and causes of issues).

Recommendation

Include a specific case study to explain the assignment requirements.

Feedback from Assignment 3 presentation

Feedback

With each presentation lasting 20 minutes, the week 12 tutorial time (90 minutes) would not be enough to accommodate all the student presentations if the class size is big (e.g. 30 students in 10 teams).

Recommendation

With a large class size, the presentation could start in the week 11 tutorial.

Feedback from Feedback from the tutors

Feedback

Lacking a detailed marking rubric could affect the consistency in marking.

Recommendation

Provide a detailed marking rubric that could describe different scenarios for allocating marks. This would help maintain the marking standards crossing different markers.

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



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

The following books are available as eBooks on the CQU library website:

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 6th Edition (2017)
- Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition (2017)
- Managing Successful Projects with PRINCE2 (2017)
- Directing Successful Projects with PRINCE2 (2018)

Both paper and eBook versions of these books can also be purchased from the CQUni bookshop:

<http://bookshop.cqu.edu.au>

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

Referencing Style

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

Teaching Contacts

Thao Trinh Unit Coordinator
p.trinh@cqu.edu.au

Schedule

Week 1 - 08 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Executing and Closing Projects	Readings <ul style="list-style-type: none">• PMBOK Part 1: Ch. 1, Part 2: Chs. 1 & 2• Managing PRINCE2 Chs. 3 & 5• Directing PRINCE2 Chs. 3, 4 & 5 Topics <ul style="list-style-type: none">• Unit overview• PMBOK life cycle, process groups, Knowledge areas & processes• PRINCE2 life cycle, principles, processes, and themes• PMBOK vs PRINCE2• Governing a project - Directing PRINCE2• Executing a project• Closing a project or phase	Unit overview Lecture 1 Tutorial 1

Week 2 - 15 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
Project Performance Management	Readings <ul style="list-style-type: none">• PMBOK Part 1: Chs. 4.3, 13.3 & 13.4• Managing PRINCE2 Chs. 11 & 12• Directing PRINCE2 Ch. 9• Kerzner Ch. 15 Topics <ul style="list-style-type: none">• Project performance management• Metrics for measuring project performance - Directing PRINCE2• Project performance management - PMBOK• Project performance management - Kerzner	Lecture 2 Tutorial 2

Week 3 - 22 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Readings

- PMBOK Part 1: Chs. 6.6, 7.4, & 10.2
- Managing PRINCE2 Chs. 13 & 17
- Directing PRINCE2 Ch. 7
- Kerzner Ch. 15 & App. E
- Standards Australia: AS 4817-2006_R2016

Earned Value Management - I

Lecture 3
Tutorial 3

Topics

- Earned value management (EVM)
- Earned value analysis (EVA) - PMBOK
- Earned value management - Managing PRINCE2
- Earned value management - Australian Standards

Week 4 - 29 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
Earned Value Management - II	<p>Readings</p> <ul style="list-style-type: none"> • PMBOK Part 1: Chs. 10.2, 10.3 & 11.7 • Managing PRINCE2 Chs. 18 & 19 • Directing PRINCE2 Ch. 11 • Kerzner Ch. 17 & App. E • Standards Australia: AS 4817-2006_R2016 <p>Topics</p> <ul style="list-style-type: none"> • Manage & monitor communications - PMBOK • Monitor & control risks - PMBOK • Managing communications & risks - Managing PRINCE2 • Managing product delivery - Managing PRINCE2 	Lecture 4 Tutorial 4

Vacation Week - 06 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
Week 5 - 13 Dec 2021		

Readings

- PMBOK Part 1: Chs. 4.5, 4.6 & 6.6
- Managing PRINCE2 Chs. 11 & 17, App. E.A
- Standards Australia: AS/NZS 15288:2015

Topics

- What is control?
- Control schedule - PMBOK
- Integrated change control - PMBOK
- Configuration management system - Managing PRINCE2
- Controlling a stage - Managing PRINCE2
- Control processes - Australian Standards

Lecture 5
Tutorial 5

Project Control Systems - I**Week 6 - 20 Dec 2021**

Module/Topic	Chapter	Events and Submissions/Topic
Project Control Systems - II	Readings <ul style="list-style-type: none"> • PMBOK Part 1: Chs. 9 & 12 • Kerzner Ch. 16 Topics <ul style="list-style-type: none"> • Project resource management • Develop and control resources - PMBOK • Project procurement management • Conduct & control procurements - PMBOK 	Lecture 6 Tutorial 6

Vacation Week - 27 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Week 7 - 03 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
Project Audit	Readings <ul style="list-style-type: none"> • PMBOK Part 1: Ch. 8.2-8.3 • Managing PRINCE2 Chs. 8 & 18 • Kerzner Ch. 20 Topics <ul style="list-style-type: none"> • Project audits • Quality management system - Kerzner • Quality control - PMBOK • Quality control - Managing PRINCE2 	Lecture 7 Tutorial 7 Submission of assignment 1 Project Status and Exception Reports (Individual) Due: Week 7 Monday (3 Jan 2022) 11:45 pm AEST

Week 8 - 10 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Project Closure, Termination & Lessons Learnt

Readings

- PMBOK Part 1: Chs. 4.7 & 12.3
- Managing PRINCE2 Chs. 19 & 20
- Directing PRINCE2 Ch. 9
- Kerzner Chs. 9 & 11

Topics

- Why do projects fail?

Lecture 8
Tutorial 8

Closing a project and procurements - PMBoK

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Authorising project closure - Directing PRINCE2

Closing a project - Managing PRINCE2

- Lessons learned and best practices

Week 9 - 17 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
Project Governance - I	<p>Readings</p> <ul style="list-style-type: none"> • PMBOK Part 1: Chs. 2 & 13, Part 2: Ch. 1 • Kerzner Ch. 1 & Appendix E • Standards Australia: AS/NZS 8016:2013 • Standards Australia: AS 8000-2003 <p>Topics</p> <ul style="list-style-type: none"> • Introduction to governance • Why does governance sometimes fail? • Project governance types • Organisational governance • Governance framework • Good governance principles • Governance of IT projects 	Lecture 9 Tutorial 9

Week 10 - 24 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Project Governance - II	Readings	
	<ul style="list-style-type: none"> • PMBOK Part 1: Chs. 2.4, 4.1, 9.3 & 13.2 • Managing PRINCE2 Ch. 16 • Directing PRINCE2 Ch. 11 • Kerzner Ch. 8 	
	Topics	
	<ul style="list-style-type: none"> • Project management office (PMO) • Governance and project initiation • Governance while acquiring project teams • Tailoring PRINCE2 to project environment • Governance and stakeholders • Morality, ethics, and corporate culture • Professional responsibilities 	Lecture 10 Tutorial 10

Week 11 - 31 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
Integration Management - I	Readings	
	<ul style="list-style-type: none"> • PMBOK Part 1: Ch. 4 • Managing PRINCE2 Ch. 17 	Lecture 11 Tutorial 11
	Topics	
	<ul style="list-style-type: none"> • Project integration management • Develop project charter - PMBOK • Develop project management plan - PMBOK • Direct & manage project work - PMBOK • Controlling a stage - Managing PRINCE2 	Submission of assignment 2 Project Audit, Termination and Governance Reports (Individual) Due: Week 11 Monday (31 Jan 2022) 11:45 pm AEST

Week 12 - 07 Feb 2022

Module/Topic	Chapter	Events and Submissions/Topic
Integration Management - II	Readings	
	<ul style="list-style-type: none"> • PMBOK Part 1: Ch. 4 • Managing PRINCE2 Chs. 18 & 19 	Lecture 12
	Topics	
	<ul style="list-style-type: none"> • Manage project knowledge - PMBOK • Monitor & control project work - PMBOK • Perform integrated change control - PMBOK • Close project or phase - PMBOK • Managing product delivery - Managing PRINCE2 • Managing a stage boundary - Managing PRINCE2 	Assessment 3 - Submission of assignment 3 - Oral presentations Critical Analysis Report + Presentation (Group Work) Due: Week 12 Thursday (10 Feb 2022) 11:45 pm AEST

Exam Week - 14 Feb 2022

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Project Status and Exception Reports (Individual)

Assessment Type

Practical Assessment

Task Description

This assessment is an individual assignment. This assessment item requires you to consider:

- Earned value,
- Event-driven controls,
- Time-driven controls

You are required to analyse the items listed above for the supplied case study from a real-life context. The templates for the project status and exception reports have been provided to meet the requirements outlined in the PMBOK (2017) and conform to the project progress and control requirements outlined in Managing Successful Projects with PRINCE2 (2017).

Task

- Your task is to consider the overview above and analyse earned value and controls reports. You will be graded upon how well your analysis of the project status and exception reports has been completed and reflects on the supplied case study.
- The discussion of the analysis should be based on the given data and supported with evidence from relevant references.

Purpose

- The primary purpose of this assessment item is to help you to develop skills in the compilation of project control reports and the development of event-driven and time-driven control processes.
- The secondary purpose of this assignment is to give you the opportunity to consider the role of project progress evaluation techniques and control requirements within a project life cycle.
- The assignment will also give you the opportunity to enhance your analysis and written communication skills; particularly in the areas of structured assignment writing.

Structure

- Your submission should be made using the supplied case study, project status, and exception report templates. You should complete all the required parts to the extent you deem appropriate.
- The instruction boxes given in the templates provide more information and must be deleted before submitting your assignment into Moodle.

Assessment Due Date

Week 7 Monday (3 Jan 2022) 11:45 pm AEST

Return Date to Students

Week 9 Monday (17 Jan 2022)

Assignments will be returned to students with comments and marks awarded.

Weighting

30%

Assessment Criteria

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

- A complete and correct analysis of the project status report? (40%)
- A complete and correct analysis of the project exception report? (40%)
- An appropriate and well structured, concise, and clear expression of project management arguments in response

- to the assessment task, relevant and adequate references (10%)
- Clarity of expression, grammar, and spelling, relevant citation format (10%)

Referencing Style

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

Submission

Online

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 Reports (Individual)

Assessment Type

Practical Assessment

Task Description

This assessment is an individual assignment. This assessment item requires you to consider:

- Audit plan and report,
- Termination (closure) plan and report,
- Governance report

You are required to analyse the items listed above for the supplied case study from a real-life context. The templates for the project audit, termination (closure), and governance reports have been provided to meet the requirements outlined in the PMBOK (2017) and conform to the requirements outlined in Managing Successful Projects with PRINCE2 (2017).

Task

- Your task is to consider the overview above and analyse the project audit plan and report, project termination (closure) plan and report, as well as governance report. You will be graded upon how well your analysis of the project audit plan and report, project termination (closure) plan and report, as well as governance report, has been completed and reflects on the supplied case study.
- The discussion of the analysis should be based on the given data and supported with evidence from relevant references.

Purpose

- The primary purpose of this assessment item is to help you to develop skills in the contents and compilation of project audit, termination (closure), and governance reports.
- The secondary purpose of this assignment is to give you the opportunity to consider the role of project audit, termination (closure), and governance reports within a project life cycle.
- The assignment will also give you the opportunity to enhance your analysis and written communication skills; particularly in the areas of structured assignment writing.

Structure

- Your submission should be made using the supplied case study, project audit, termination (closure), and governance reports templates. You should complete all the required parts to the extent you deem appropriate.

- The instruction boxes in the templates provide more information and must be deleted before submitting your assignment into Moodle.

Assessment Due Date

Week 11 Monday (31 Jan 2022) 11:45 pm AEST

Return Date to Students

Exam Week Monday (14 Feb 2022)

Assignments will be returned to students with comments and marks awarded.

Weighting

30%

Assessment Criteria

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

- A complete and correct analysis of the project audit and termination (closure) report? (40%)
- A complete and correct analysis of the project governance report? (40%)
- Appropriate and well structured, concise and clear expression of project management requirements in response to the assessment task? (10%)
- Clarity of expression, grammar and spelling? (10%)

Referencing Style

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

Submission

Online

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 (Group Work)

Assessment Type

Written Assessment

Task Description**Assignment Overview**

This assessment item is a group assignment.

- You are required to form a group (maximum of 3 students) within your own tutorial class.
- Distance education students can also form groups with other distance education students or complete this assignment individually.
- Groups and real-life failed project names must be **finalised by the end of Week 5** with the approval of your tutor.
- You must email your tutor the group members' detail and your two preferred project names **by the end of Week 4 at the latest**.
- The earlier you send your tutor the details of your group and your preferred project names, the more likely you are to get your preferred project. The tutor will approve project names on a first-come basis.

Project management in various domains is considered to be a relatively mature discipline. There is an

extensive body of knowledge that promotes project management and supports its main objective of delivering successful projects. This knowledge base is supplemented by well-established standards that have been evolving over the years, such as PMBOK and PRINCE2. These standards equip the project managers with the knowledge, tools, and skills to perform their roles. Having said that, project delivery in various domains is still unsatisfactory. Recent studies 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. These problems are not exclusive to the construction sector. 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 the successful delivery of projects.

Since project management is supposed to improve project delivery, it is essential to fully appreciate the reasons behind project failures. Understanding the reasons for project failures will help the project management profession work towards achieving more consistent project delivery.

This assessment item requires you to consider:

- Project execution compared to the project management plan.
- Project success factors and how they may have changed over the course of the project.
- Reasons for cost and time overruns, scope, quality, and other problems.
- Application of project control systems, such as the change control system, etc.
- 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.

Tasks

- **Written Report (Worth 30%):** Your task is to consider the first two learning outcomes 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 (preferably from your personal experience or through the 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 an evaluation of their application and whether a poor application of the control systems and lack of stakeholder management has contributed partially or fully to the project's failure.
- **Presentation (Worth 10%):** You are also required to give a presentation on your written report.
- You need to submit the written report and presentation slides into Moodle.

Purpose

- The purpose of this assignment is to help you to develop and demonstrate your skills in the use of project management concepts, principles, theories and arguments about the project execution, monitoring and controlling, and closing processes applied during the project lifecycle. 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 project outcomes.

Written Report

The report should be of 4000 words \pm 5% (excluding references and appendices).

The report should include the following key sections:

- An introduction to the real-life (partially or fully failed) project you have chosen;
- Explanation of the range of control systems used to monitor and control the project cost, schedule, scope, risk, and quality;
- An analysis of the reasons that explain the cost and/or time overruns or other discrepancies encountered during the project;
- An analysis of the extent to which the project execution team could be held responsible for the incurred overruns or discrepancies;
- An analysis of the relationship between the problems you identified and the stakeholders' needs and influence;
- 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 project delivery;
- A conclusion that identifies the key lessons that project management can learn from the experience of the project.
- A relevant list of references
- **Member task allocation and at least 3 minutes of meetings would need to be provided in the appendix as proof of teamwork.**

Presentation

- Presentations will be held during your tutorial class in weeks 11, 12.
- Presentation slides (the draft version) must be submitted to the tutor in advance of the presentation session.
- The presentation should follow a similar structure as per your written report.
- The duration of your presentation will be around 15 minutes plus 5 minutes for Q&A.
- Each group member must present an equal part of the presentation to demonstrate his/her understanding.
- Presentations will be graded based on the individual performance of a group member.
- If a group member is absent at the presentation, he/she may be awarded zero (0) marks for the presentation.

Marking

- **A detailed marking guide and marking rubric would be provided on Moodle.**

Note:

- This assessment also involves research to enhance your understanding of project management concepts and utilisation of academic literature. You are expected to present information and evidence cited from the reading material of this unit. You are also encouraged to cite other resources that are peer-reviewed.
- Start this assignment early in the term as it requires you to research and find a suitable real-life failed project either by searching the web or searching the appropriate journal articles by using the library website.
- You must report the group conflict (if there is) as soon as possible.

Assessment Due Date

Week 12 Thursday (10 Feb 2022) 11:45 pm AEST

Written report and presentation files must be submitted into Moodle.

Return Date to Students

Assignment will be returned to students on the day of confirmation of grades.

Weighting

40%

Assessment Criteria

Written 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 (40%)
- Critical evaluation of the effectiveness of applied control systems and stakeholders management (40%)
- An appropriate and well structured, concise, and clear understanding of project management arguments in response to the assessment task (10%)
- Clarity of expression, language, format, and presentation of the written report (10%)

Oral Presentation (10% scaled)

- Preparation and consistency of presentation (10%)
- Evidence of understanding and relevance of the presentation content (50%)
- Response to questions during Q&A (30%)
- Timing including Q&A (5%)
- Presentation manners (5%)

Referencing Style

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

Submission

Online Group

Submission Instructions

Written report and presentation files must be submitted into Moodle. Oral presentation will be held during your tutorial class in Week 12.

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