



PPMP20010 Executing and Closing Projects

Term 1 - 2022

Profile information current as at 26/05/2022 09:42 pm

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 1 - 2022

- 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

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

Natalie Ewin Unit Coordinator
n.ewin@cqu.edu.au

Schedule

Week 1 - 07 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Executing and Closing Projects	<p>NOTE: There are no mandatory readings. The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.</p> <p>Suggested Readings</p> <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	Unit overview Lecture 1 Tutorial 1

Week 2 - 14 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Project Performance Management	<p>NOTE: There are no mandatory readings. The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.</p> <p>Suggested Readings</p> <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 	Lecture 2 Tutorial 2

Week 3 - 21 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Value Management	<p>NOTE: There are no mandatory readings. The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.</p> <p>Suggested Readings</p> <ul style="list-style-type: none"> • 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 	Lecture 3 Tutorial 3

Week 4 - 28 Mar 2022

Module/Topic	Chapter	Events and Submissions/Topic
Managing Communications and Risk in a Project Context	<p>NOTE: There are no mandatory readings. The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.</p> <p>Suggested 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 	Lecture 4 Tutorial 4

Week 5 - 04 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Project Control Systems

NOTE: There are no mandatory readings.

The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.

Suggested 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

Lecture 5
Tutorial 5

Assessment 1 Due

Response to Audit Report Presentation (Group)

Due: Week 5
Monday (4 Apr 2022) 8:00 am AEST

Vacation Week - 11 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Week 6 - 18 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Managing and Controlling Resources and Procurement.

NOTE: There are no mandatory readings.

The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.

Suggested Readings

- PMBOK Part 1: Chs. 9 & 12
- Kerzner Ch. 16

Lecture 6
Tutorial 6

Week 7 - 25 Apr 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Managing and controlling quality.

NOTE: There are no mandatory readings.

The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.

Suggested Readings

- PMBOK Part 1: Ch. 8.2-8.3
- Managing PRINCE2 Chs. 8 & 18
- Kerzner Ch. 20

Lecture 7
Tutorial 7
Assessment 2 Due

Board Report and Video

(Individual) Due: Week 7 Monday (25 Apr 2022) 8:00 am AEST

Week 8 - 02 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Managing Project Knowledge, Work and Delivery

NOTE: There are no mandatory readings.

The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.

Suggested Readings

- PMBOK Part 1: Ch. 4
- Managing PRINCE2 Chs. 18 & 19

Lecture 8
Tutorial 8

Week 9 - 09 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
Project Governance	<p>NOTE: There are no mandatory readings. The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.</p> <p>Suggested 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 	Lecture 9 Tutorial 9

Week 10 - 16 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
Professional Responsibilities for Project Managers	<p>NOTE: There are no mandatory readings. The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.</p> <p>Suggested Readings</p> <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 	Lecture 10 Tutorial 10

Week 11 - 23 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
Integration Management	<p>NOTE: There are no mandatory readings. The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.</p> <p>Suggested Readings</p> <ul style="list-style-type: none"> • PMBOK Part 1: Ch. 4 • Managing PRINCE2 Ch. 17 	Lecture 11 Tutorial 11

Week 12 - 30 May 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Project Closure, Termination & Lessons Learnt

NOTE: There are no mandatory readings.

The following are readings that may assist in understanding the concepts covered. You may also need to do your own research to find materials that may assist your understanding or extend your current knowledge on the weekly topics.

Suggested Readings

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

Lecture 12

Assessment 3 Due

Critical Analysis Report (Group Work) Due: Week 12 Friday (3 June 2022) 11:45 pm AEST

Review/Exam Week - 06 Jun 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Exam Week - 13 Jun 2022

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

Assessment Tasks

1 Response to Audit Report Presentation (Group)

Assessment Type

Practical Assessment

Task Description

In groups you will consider a number of Audit report recommendations and present your responses as if you were presenting to the Audit Committee. Recommendations relate to governance, stakeholders, and performance metrics. The scenario including the recommendations and things that you should consider in your response can be located in the assessment section of the unit Moodle page.

Assessment Due Date

Week 5 Monday (4 Apr 2022) 8:00 am AEST

This assessment will be conducted in the week 5 tutorial. All PowerPoint slides must be submitted by 8am Monday of week 5.

Return Date to Students

Week 8 Monday (2 May 2022)

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

Weighting

30%

Assessment Criteria

You will be assessed on the following criteria:

1. Professional preparation and consistency of presentation slides (2.5 marks)
2. Presentation content and responding to questions (15 marks)
3. Presentation timing and flow (2.5 marks)
4. Individual presentation skills (5 marks)
5. Peer review and asking questions for other presentations (5 marks)

NOTE: Criteria 1-3 will be group marks, criteria 4-5 are individual marks. All students must present, those who are absent or do not present are not eligible for group marks.

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 Board Report and Video (Individual)

Assessment Type

Practical Assessment

Task Description

This is an individual assessment.

You are to draft a one-page board report and a short video that accompanies the report, in which you provide the board with information relating to the scenario provided for the assessment. Your report will provide a number of options seeking board approval.

Assessment Due Date

Week 7 Monday (25 Apr 2022) 8:00 am AEST

You must submit a one page report and a short video

Return Date to Students

Week 9 Monday (9 May 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:

- Overview (5 marks)
- Option 1 (5 marks)
- Option 2 (5 marks)
- Option 3 including video (10 marks)
- Report presentation and formatting (5 marks)

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 (Group Work)

Assessment Type

Written Assessment

Task Description

This is a group assessment *(Note - there is also a question that is individual that is each member must attempt it individually and it will be marked individually)

As a group you will consider a number of Audit recommendations including those relating to stakeholders. You will then

draft a Board Report, proposing additional work packages in response to the Audit recommendations. In your response you will propose two new work packages to address the audit recommendations and with specific consideration to stakeholder feedback provided in the scenario.

There is also an individual reflective practice component to this assessment.

Assessment Due Date

Week 12 Friday (3 June 2022) 11:45 pm AEST

Written report 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

Assessment 3: Stakeholder impacts to scope - Board Report

Your assessment will be based on the following criteria

1. Work package descriptions (8 marks)
2. Activities, resources, schedule and budget (8 marks)
3. Measuring the success post implementation (4 marks)
4. Professionalism including but not limited to presentation and formatting, (10 marks)
5. Personal Reflection (**Individual - 10 marks**)

Note: Questions 1-4 are group questions, whereas question 5 is an individual question.

Referencing Style

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

Submission

Online Group

Submission Instructions

Written report must be submitted into Moodle.

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