PPMP20010 *Executing and Closing Projects*
Term 1 - 2023

Profile information current as at 07/05/2024 07:05 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 - 2023

- Brisbane
- Melbourne
- Online
- Sydney

Attendance Requirements

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

Website

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

Class and Assessment Overview

Recommended Student Time Commitment

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

Class Timetable

Regional Campuses

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

Metropolitan Campuses

Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Practical Assessment**
Weighting: 30%
2. **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

There is some repetition that arises when lecture content compares concepts across the three texts of PMBOK, Prince2 and Kerzner, etc.

Recommendation

Lecture material will be reviewed to consider the value of concept comparison across texts.

Feedback from Student feedback

Feedback

Weekly readings noted on Moodle are lengthy.

Recommendation

The Moodle site will be reviewed and updated to specify that the weekly readings are not mandatory.

Feedback from Student feedback and coordinator reflection.

Feedback

There is an opportunity to improve the unit content and delivery to better align to the concept of project execution.

Recommendation

The learning activities will be reviewed to incorporate practice focused examples and industry case studies.

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
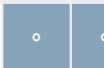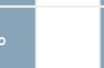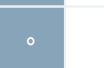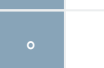
Alignment of Assessment Tasks to Learning Outcomes

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

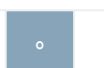| Graduate Attributes	Learning Outcomes			
	1	2	3	4
1 - Knowledge	○	○		
2 - Communication				
3 - Cognitive, technical and creative skills	○	○	○	○
4 - Research	○	○	○	○
5 - Self-management				
6 - Ethical and Professional Responsibility	○	○	○	○
7 - Leadership				
8 - Aboriginal and Torres Strait Islander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

IT Resources

You will need access to the following IT resources:

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

Referencing Style

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

Teaching Contacts

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Schedule

Week 1 - 06 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to executing and closing projects	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. 1, Part 2: Chs. 1 & 2 • Managing PRINCE2 Chs. 3 & 5 • Directing PRINCE2 Chs. 3, 4 & 5	**Lecture 1** The lecture starts with an overview of the unit and the assessments. The topics to be covered in the lecture are the project life cycle, particularly the executing and closing phases, project domains, project success, process groups, introduction to PMBOK, and PRINCE2. **Tutorial 1** The tutorial focuses on reviewing the concepts presented in the lecture. Tutors also explain the unit expectations and students' pathways to success.

Week 2 - 13 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic

| Project performance management | 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. 4.3, 13.3 & 13.4
• Managing PRINCE2 Chs. 11 & 12
• Directing PRINCE2 Ch. 9
• Kerzner Ch. 15 | **Lecture 2**
The lecture focus on project performance management and different approaches to managing project performance in various frameworks.
The topics to be covered in the lecture are project performance and metrics for measuring project performance.
Tutorial 2
The tutor provides a brief overview of the lecture content and engages students in a class exercise. Students will also work on a short case study. **Group formation** for group assessment starts during the tutorial session. |

Week 3 - 20 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Value management	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. 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** Building on the topics discussed in weeks 1 and 2, the lecture focuses on explaining the concept of project values and managing project values. The other topic that will be touched on is earned value management and its related concepts. The lecture will continue to explain any emerging questions related to assignment 1. **Tutorial 3** The tutor provides a brief overview of the lecture topics and engages students to work on examples of project execution documents. Students will also work on several multiple-choice questions to review the lecture content.

Week 4 - 27 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
Project control systems	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 4** The lecture covers the importance of control systems in managing projects and introduces project control systems and change approaches from various reference works. Other topics that will be discussed are integrated change control, controlling a stage, etc. **Tutorial 4** The tutorial session provides a recap of the lecture content. Explanation of Assessment 1 requirements and expectations will come up at the end of the session. Students will also submit the **group information** for *Assessment 3*.

Week 5 - 03 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic

| Quality management and auditing | 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 5**
The lecturer will focus on introducing and explaining important topics relevant to quality management in projects. Some of the topics that will be covered are quality management processes, quality audits, etc. from both PMBOK and PRINCE2 frameworks.

Tutorial 5
Assessment 1 (in-class test: Earned Value Management). The project details will be given in this tutorial session. Students will solve all the questions and make comments on the project progress/control in the tutorial sessions. Then, **they will submit the answer sheets via the Assessment Moodle before leaving the classroom.** The submission time and date will vary for different sections!

In-class test: Application of Earned Value Management (Individual) Due: Week 5 Friday (7 Apr 2023) 11:59 pm AEST |

Vacation Week - 10 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
This is a non-teaching week		

Week 6 - 17 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
Project governance	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. 2 & 13, Part 2: Ch. 1 • Kerzner Ch. 1 & Appendix E • Standards Australia: AS/NZS 8016:2013 • Standards Australia: AS 8000-2003	**Lecture 6** The lecturer focuses on discussing the concept and importance of project governance in projects. Students will become familiar with organizational governance, and governance framework, and will learn good governance principles. **Tutorial 6** After a short overview of the topics discussed in the lecture, the tutor engages students in a situational class activity. The tutor will discuss the requirements of Assessment 2.

Week 7 - 24 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic

Module/Topic	Chapter	Events and Submissions/Topic
Project closure and termination	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 7** The lecture will explore the processes of closing the project. Students will become familiar with various scenarios of terminating projects. **Tutorial 7** After a short overview of the topics discussed in the lecture, students will engage in exercises. At the end of the tutorial session, students can ask any questions and queries related to Assessment 2.

Week 8 - 01 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Managing and controlling resources and procurement.	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 8** The lecturer discusses various important concepts, approaches, and terminologies relevant to project resource and procurement management. The management processes, tools, and techniques in managing project resources and project procurement are among the topics that will be discussed. **Tutorial 8** After a short overview of the topics discussed in the lecture, the tutor engages students in a group activity. The tutor will answers students' questions (if any) related to Assessment 3. **Assessment 2 Due.** **Critical Analysis of Project Audit, Governance, and Termination Reports (Individual)** Due: Week 8 Friday (5 May 2023) 11:59 pm AEST

Week 9 - 08 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Managing communications and risk in a project context	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. 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	**Tutorial 9** The lecture discusses the importance of stakeholder management and risk management in projects and covers various important topics relevant including stakeholder management processes, stakeholder engagement and communication, risk identification and risk assessment, etc. **Tutorial 9** After a short overview of the topics discussed in the lecture, students will work on risk identification, analysis, stakeholder engagement and communication exercise. The tutor will discuss the requirements of Assessment 3.

Week 10 - 15 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Managing project knowledge, work and delivery	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 10** The lecture discusses managing knowledge in project management. Some of the topics that will be covered are managing project knowledge, knowledge transformation and lesson learned, etc. **Tutorial 10** The tutor provides a recap of the topics discussed in the lecture. Then, students in groups engage in relevant activities. Students and the tutor will discuss about the progress of Assessment 3.

Week 11 - 22 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Professional responsibilities for project managers	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. 2.4, 4.1, 9.3 & 13.2 • Managing PRINCE2 Ch. 16 • Directing PRINCE2 Ch. 11 • Kerzner Ch. 8	**Lecture 11** The lecturer provides a discussion on the professional responsibilities of the project manager. **Tutorial 11** This tutor session will be dedicated for presentations. **Power point presentation slides submission due on Monday Week 11, and the oral presentation will be given in respective tutorial sessions.**

Week 12 - 29 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
Integration management	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 Ch. 17	**Lecture 12** The lecture discusses the management of project integration. Students will be exposed to topics such as the motivation model, project management paradox, and lived experience of project managers. **Tutorial 12** The tutorial session will be dedicated for the presentations. **Assessment 3 due on Friday, Week 12**. **Critical Analysis Report & Presentation (Group work)** Due: Week 12 Friday (2 June 2023) 11:59 pm AEST

Review/Exam Week - 05 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic

Exam Week - 12 Jun 2023

Module/Topic	Chapter	Events and Submissions/Topic

The lectures and tutorials will be delivered in the physical mode for on-campus students. For distance students, all the sessions will be conducted over Zoom. The Zoom link will be provided in Moodle.

Assessment Tasks

1 In-class test: Application of Earned Value Management (Individual)

Assessment Type
Practical Assessment

Task Description
This is a practical assessment (individual).
This assessment item requires to apply Earned Value Management (EVM) approach to calculate different project performance indicators. Your report will provide several comments based on the findings and justify the status of control over the project's event and time as if the report will be presented to the top management for approval. The formulas will be provided to solve the problems. Students are allowed to bring simple calculator and some plain papers.
It will be an in-class test undertaken in the Week 5 tutorial session. The students will be given 50 mins to solve all the questions. Then, they will submit the answer sheets on the Assessment Moodle. The case study project with detailed information to apply the EVM approach will be given in the Week 5 tutorial session. The online students will join a Zoom session (Week 5 Tutorial time), complete the test within 50 mins, and upload their answer sheets on the Assessment Moodle in 10 mins. If there is any technical problem during the Zoom session, the tutors may extend a few minutes for the online students to submit their answer sheets.

Assessment Due Date
Week 5 Friday (7 Apr 2023) 11:59 pm AEST
The submission time and date may differ for different sections. It depends on tutorial schedules.

Return Date to Students
Week 7 Friday (28 Apr 2023)
Assignments will be returned to students with comments and awarded marks.

Weighting
30%

Assessment Criteria

Your submission will be assessed on the extent and quality to which it meets each of the following criteria (marks

distribution):

1. Correctness of the answers to the questions relevant to the EVM (80%). Partial marking will be applicable.
2. Comments and justification of the findings reporting the project's event and time control status to the top management (20%).

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

2 Critical Analysis of Project Audit, Governance, and Termination Reports

(Individual)

Assessment Type
Practical Assessment

Task Description
This is an individual written assessment.
Task Description
This assessment item requires you to consider:

1. Audit plan and report,
2. Governance report, and
3. Termination (closure) plan

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, governance, and termination reports will be provided to meet the requirements outlined in the PMBOK (7th Edition).

Task
Your task is to consider the overview above and analyse project audit plan and report, governance, and termination reports. You will be graded upon how well your analysis of the project audit, governance and termination reports, has been completed and reflects on the supplied case study.

Purpose

1. The primary purpose of this assessment item is to help you to develop skills in the contents and compilation of project audit, governance and termination reports.
2. The secondary purpose of this assignment is to give you the opportunity to consider the role of project audit, governance and termination reports within a project life cycle.
3. 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, governance, and termination reports' templates. You should complete all the required parts to the extent you deem appropriate. The instruction boxes in the templates provide more information that must be deleted before submitting your assignment into Moodle.
The report will be limited to 1500-1700 words only. The project brief and relevant reports will be provided on the unit Moodle page.

Assessment Due Date
Week 8 Friday (5 May 2023) 11:59 pm AEST
Submit your report on the assessment Moodle. This is an individual submission.

Return Date to Students
Week 10 Friday (19 May 2023)
Assignments will be returned to students with comments and awarded marks.

Weighting
30%

Assessment Criteria

You will be assessed on the following criteria (marks distribution):

1. Introduction: Clarity of report briefing and presenting the purpose of the report (10%)
2. Audit and termination: A complete and correct analysis of the project audit and termination report (40%)
3. Governance: A complete and correct analysis of the project governance report (30%)
4. Conclusion: Writing a precise conclusion on the overall project performance (10%)
5. Clarity of expression, grammar and spelling (10%)

Referencing Style

- Harvard (author-date)

Submission
Online

Submission Instructions
A written report must be submitted 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

3 Critical Analysis Report & Presentation (Group work)

Assessment Type
Written Assessment

Task Description
Purpose of the assessment:

- The 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 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 or worse project outcomes.

This assessment has two parts- group report submission and presentation.
For group submission:

- You are required to form a group (maximum of 4 students) within your own tutorial class.
- Online students can also form groups with other online students.
- You must email your tutor the group members' detail and your top two preferred projects' names by the end of Week 4 at the latest.
- Group members and a real-life failed project name must be finalised by the end of Week 5 with the approval of your tutor.
- 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.

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 your allocated project 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 marks):

- 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 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 failure.
- This report will be limited to 3000 to 3500 worlds for on-campus students and 2500 to 3000 words for distance/online students.
- You need to submit a "members' contributions" form in the appendix section.

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.

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 strongly advised to cite 10 to 15 research papers collected from Scopus and Web of Science databases only.

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.

Presentation (Worth 10 marks):

- The presentation should follow a similar structure as per your written report.
- You need to submit your presentation slides on Monday in Week 11 via the Assessment Moodle. Submission by email **will not be accepted**.
- Each group member must present an equal part of the presentation to demonstrate his/her understanding.
- Q&A session will be held during your tutorial class starting from Week 11.
- Each group will be given around 15 minutes to present and answer questions on their report.
- Presentations will be graded based on the individual performance of a group member. If a group member is absent at the Q&A session, he/she may be awarded zero (0) mark for the presentation.

Assessment Due Date
Week 12 Friday (2 June 2023) 11:59 pm AEST
You will submit the presentation (ppt) file by Monday, Week 11. The written report will be due on Friday, Week 12.

Return Date to Students

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

Weighting
40%

Assessment Criteria
Assessment 3: This is a group submission but individual presentation. It has two parts.
Part A: Report submission (group) (30 marks)
Your assessment will be based on the following criteria:

1. An introduction to the real-life (partially or fully failed) project you have chosen (10%)
2. Explanation of the range of control systems used to monitor and control the project cost, schedule, scope, risk, and quality (15%)
3. An analysis of the reasons that explain the cost and/or time overruns or other discrepancies encountered during the project (15%)
4. An analysis of the extent to which the project execution team could be held responsible for the incurred overruns or discrepancies (15%)
5. An analysis of the relationship between the problems you identified and the stakeholders' needs and influence (10%)
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 project delivery (15%)
7. A conclusion that identifies the key lessons that project management can learn from the experience of the project (10%)
8. Report structure, formatting, and referencing (10%)

Part B: Individual presentation (10 marks)

1. Introduction: Clear introduction of topic and team (10%)
2. Presentation content and consistency: Evidence of understanding and relevance of the presentation content (40%)
3. Q & A: You need to prepare for answering some questions relevant to your report and the overall unit topics (30%)
4. Presentation manner: tone, eye contact, fluency, etc. (10%)

5. Timely completion: Must finish by allocated time (12 to 15 mins) for the group (@5 mins/student app.) (10%)

Please note that points 3 & 4 will be assessed individually.

Referencing Style

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

Submission
Online Group

Submission Instructions
A written report must be submitted into Moodle. One member from each group will submit the report.

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