PPMP20010 *Executing and Closing Projects*
Term 2 - 2023

Profile information current as at 20/04/2024 01:27 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 2 - 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.

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 was a lack of resource availability to support the completion of assessments and facilitate learning for each topic covered.

Recommendation

Assessment documentation is to be reviewed and updated to better support students in completing their assessments. Students will be encouraged to do further research.

Feedback from Student feedback

Feedback

A bit of misalignment was observed between assessments and the lectures. The assessments could be better aligned to the lectures.

Recommendation

The lectures and assessment topics are to be reviewed and updated to ensure alignment.

Feedback from Student feedback

Feedback

Both the tutor and lecturer are very helpful. They have excellent teaching skills to ensure students understand the lesson and tasks.

Recommendation

The teaching team will continuously work hard to engage students in the class for comprehensive learning of the best project management practices in real-life fields toward developing skilled manpower for the industry.

Feedback from Student feedback

Feedback

Students love to have real-life case discussions in class and ensure they are engaged in the lectures.

Recommendation

The teaching team will focus on discussing more real-life cases in class with special care. They will also use appropriate teaching techniques to engage students in class.

Unit Learning Outcomes

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

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

This unit will satisfy one of the requirements for Australia Computer Society (ACS) accreditation in the postgraduate ICT courses.

The unit may contribute to the required number of academic study units for students wishing to undertake profession certification with the Project Management Institute's (PMI) professional qualifications, such as CAPM or PMP.

The ACS recognises the Skills Framework for the Information Age (SFIA). SFIA is in use in over 100 countries and provides a widely used and consistent definition of ICT skills. SFIA is increasingly being used when developing job descriptions and role profiles. ACS members can use the tool MySFIA to build a skills profile at https://www.acs.org.au/professionalrecognition/mysfia-b2c.html

This unit contributes to the following workplace skills codes as defined by SFIA:

- Business Analysis (BUAN),
- Project Management (PRMG),
- Stakeholder Relationship Management (RLMT),
- Systems Integration (SINT),
- Change Management (CHMG),
- Release and Deployment (RELM),
- IT Operations (ITOP),
- Problem Management (PBMG).

Alignment of Learning Outcomes, Assessment and Graduate Attributes

— N/A Level   ∘ Introductory Level   ∘ Intermediate Level   ∘ Graduate Level   ∘ Professional Level   ∘ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

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

Alignment of Graduate Attributes to Learning Outcomes

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

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

Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
1 - Practical Assessment - 30%			○	○		○		
2 - Practical Assessment - 30%			○	○		○		
3 - Written Assessment - 40%	○		○	○		○		

Textbooks and Resources

Textbooks

There are no required textbooks.

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

- A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 7th Edition (2021)
- A Guide to the Project Management Body of Knowledge (PMBOK® Guide) 6th Edition (2017)
- Managing Successful Projects with PRINCE2 (2017)
- Directing Successful Projects with PRINCE2 (2018)
- Directing Successful Projects with PRINCE2 (2009)
- Harold Kerzner: Project Management - A Systems Approach to Planning, Scheduling, and Controlling, 12th Edition (2017)

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)
- 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 - 10 Jul 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 lecture covers 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. The tutor also explains the unit expectations and students' pathways to success.

Week 2 - 17 Jul 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 focuses 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 also work on inquiry-based learning based on a set of questions. **Students will be advised to start group formation** for Assessment 3 during the tutorial session.

Week 3 - 24 Jul 2023

Module/Topic	Chapter	Events and Submissions/Topic
Earned Value Management (EVM)	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 Chapters Part 1: 6.6, 7.4, & 10.2; • Kerzner Chapter 15 & Appendix E; • Directing with PRINCE2 Chapter 7; • Managing with PRINCE2 Chapters 13, 17 • AS 4817-2019 : Project performance measurement using Earned Value	**Lecture 3** The lecture focuses on explaining the theory of earned value management and its applications in project value management, activities and events controls. **Tutorial 3** The tutor provides a brief overview of the lecture topics and engages students to do some exercise problems of applying EVM in project progress reporting.

Week 4 - 31 Jul 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 cover integrated change control and controlling a stage. **Tutorial 4** The tutorial session presents some practical examples of applying several project control systems, and students do some exercises. If students have any questions on Assessment 1, they can ask the tutor at the end of the session. **Students must submit the group information for *Assessment 3*.**

Week 5 - 07 Aug 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 focuses on introducing and explaining important topics relevant to quality management in projects. Some of the topics cover quality management processes, quality audits, etc., from both PMBOK and PRINCE2 frameworks. **Tutorial 5** **Assessment 1** (in-class test on the applications of **Earned Value Management** delivered in week 3). The project details will be given in this tutorial session. Students will solve all the questions and make comments on the project's progress status 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 be varied for different sections!

Vacation Week - 14 Aug 2023

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

Week 6 - 21 Aug 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 discusses the concept and importance of project governance in projects. Students become familiar with organizational governance, and governance framework, and 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 - 28 Aug 2023

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 explores the processes of closing the project. Students become familiar with various scenarios of terminating projects. **Tutorial 7** After a short overview of the topics discussed in the lecture, students engage in exercises (i.e., reading the given project closeout/termination report and finding lessons learned). Students also participate in a quiz followed by an interactive discussion. At the end of the tutorial session, students can ask any questions and queries related to Assessment 2.

Week 8 - 04 Sep 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. It also covers management processes, tools, and techniques for managing project resources and procurement. **Tutorial 8** After a short overview of the topics discussed in the lecture, the tutor engages students in a group activity. Students do some research based on the given questions, find answers and attend an interactive discussion. Students also participate in a quiz. **Assessment 2 Due.** **Critical Analysis of Project Audit and Governance Reports (Individual)** Due: Week 8 Friday (8 Sept 2023) 11:59 pm AEST

Week 9 - 11 Sep 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. It 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 based **on a given project document/research paper.** The tutor will discuss the requirements of Assessment 3 and re**lease the presentation schedule** for each group.

Week 10 - 18 Sep 2023

Module/Topic	Chapter	Events and Submissions/Topic

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 execution and closing phases. The important topics are managing project knowledge, challenges of knowledge management, knowledge transformation, 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 such as reading a research paper and finding answers to the given questions, followed by a tutor-supervised interactive discussion based on their findings. Students will update on the progress of Assessment 3.

Week 11 - 25 Sep 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, industry codes of conduct, PMI's code of ethics and professional practices. **Tutorial 11** This tutorial session is dedicated to presentations. Based on the predefined schedule, the **presentations** will be arranged within the individual tutorial sessions**.** **Assessment 3 submissions due-** The presentation file (PowerPoint slides) and group report submissions are **due on Friday (11:59 pm), Week 11.** Each group member will submit the same presentation file **individually**, and a single member of a group will submit the group report. **Critical Analysis Report & Presentation (Group work)** Due: Week 11 Friday (29 Sept 2023) 11:59 pm AEST

Week 12 - 02 Oct 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 project integration management along with the motivation models, project management paradox, and lived experience of project managers. **Tutorial 12** The tutorial session is dedicated to the presentations.

Review/Exam Week - 09 Oct 2023

Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

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

Assessment Type
Practical Assessment

Task Description
This is a practical assessment (individual).

Purpose of the assessment

- The primary purpose of this assessment item is to develop students' skills in applying the EVM method for monitoring and controlling a project's budget and schedule in the execution phase and reporting the project progress to the project governance board.
- The assessment will enhance students' analytical and written communication skills required for project progress monitoring and control.

Tasks

- This assessment item requires to apply Earned Value Management (EVM) method to calculate different project performance indicators.
- Students will write an analytical discussion followed by some specific comments based on the EVM findings and justify the status of control over the project's time and cost as if they are project managers presenting the report to the project governance board for their approval.
- Students can also be asked to do comparative performance analysis and status reporting of two or more projects as a portfolio manager.

Instructions

- The formulas **will not be** provided, and students **can't use** an Excel Spreadsheet to solve the problems.
- Students are allowed to bring a simple calculator and some plain pieces of paper.
- Students must show the detailed calculations of the mathematical problems using the EVM method.
- It will be an in-class test undertaken in the **Week 5 tutorial session.**
- The students will be given 70 mins to solve all the questions. Then, they will be given 10 mins to submit the answer sheets to the Assessment 1 link on Moodle.
- The case study project with detailed information to apply the EVM method will be given in the Week 5 tutorial session.
- Each tutorial group will receive a different case study but similar questions to ensure equal opportunity for all.
- The online students will join a Zoom session (Week 5 Tutorial time), complete the test within 70 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

The submission is due in the week 5 tutorial session. Thus, the time and date will differ for different sections.

Return Date to Students
Week 7 Friday (1 Sept 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. Detailed calculations and correctness of the answers to the questions (mathematical problems) relevant to the EVM (60%).
2. Analytical discussion, comments and justification of the findings reporting the project's time and cost control

status (40%).

Referencing Style

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

Submission
Online

Submission Instructions
In-class submission. You must attend the week 5 tutorial class to submit the answer sheet.

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 and Governance Reports (Individual)

Assessment Type
Practical Assessment

Task Description
This is a written assessment (individual).
Purpose of the assessment

1. The primary purpose of this assessment item is to help you to develop skills in the contents and compilation of project audit and governance reports.
2. The secondary purpose of this assignment is to give you the opportunity to consider the role of project audit and governance 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.

Tasks

- This assessment item requires you to consider the audit and governance reports.
- You are required to analyze the audit and governance reports of the given case study from a real-life context.
- Your task is to examine the project audit and governance reports, identified project failure issues, and lessons learned for future real-life projects.

Instructions

- Your submission should be made using the **given** case study, project audit 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 that must be deleted before submitting your assignment into Moodle.
- The report will be limited to 1500-1700 words only.
- You must cite some **relevant research papers or sources of documents** you used to gather information and facts throughout your report.
- The project brief and relevant reports will be provided on the unit Moodle page. You may need to find more relevant documents from open sources as per need.

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

Return Date to Students
Week 10 Friday (22 Sept 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 report: A complete and correct analysis of the project audit report (40%)
3. Governance report: 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, spelling, and referencing (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 develop and demonstrate your skills in using 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 analyze 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 report submission:

- You must form a group of 3 to 5 students within your tutorial section.
- Online students can also form groups with other online students.
- You must provide your group members' detail to your tutor in the Week 4 tutorial session.
- After Week 4, if you have not submitted your group details, the tutor will randomly form your group, and you will follow the tutor's instructions.
- A real-life project will be given as a case study. You must work on the given project only. Your report based **on a different project** other than the given project **will not be accepted**.

This assessment item requires you to consider the following:

- Project execution compared to the project management plan.
- Project success factors and how they may have changed throughout the project.
- Reasons for cost and time overruns, scope, quality, and other problems.
- Application of project control systems, such as the time, cost, quality and change control systems.
- Stakeholders' influence on project performance.

You must demonstrate your understanding of the above in the context of the given project and submit a critical analysis report. You are encouraged to use assignment output and ideas you may have developed from previous practical assignments within this unit as supporting evidence for your analysis.
Written Report (Worth 30 marks)- submission (group) due at 11:59 pm on Friday, Week 11.
Instructions:

- Your task is to consider the first two learning outcomes in the context of this unit.
- This assignment requires you to examine the given case project (partially or fully failed).
- You are required to produce a detailed report which forwards a critical analysis of project control systems used to

ensure the 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.
- This report will be limited to 3500 to 4000 worlds for on-campus students and 3000 to 3500 words for distance/online students.
- You need to submit a "members' contributions" form in the appendix section.
- This assessment involves **research to enhance your understanding** of project management concepts and utilization 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. You will find appropriate journal articles by using the CQU library resources.
- While some basic information will be given, this is your responsibility to find other relevant document/information necessary for writing the report.
- A template will be provided to write the report. Using the template is mandatory.

Presentation (Worth 10 marks)- submission (individual) due at 11:59 pm on Friday, Week 11. Instructions:

- The presentation should follow a similar structure as per your written report.
- You need to submit your presentation slides via the Assessment Moodle. Submissions by email **will not be accepted**.
- Each group member must present an equal part of the presentation to demonstrate his/her understanding.
- The presentation, followed by a Q&A session, will be held during your tutorial class starting from Week 11.
- Each group will be given 12 minutes to present the report and 3 minutes for the Q&A session.
- The tutor will arrange the schedule for the presentations.
- 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 **will be awarded** a zero (0) mark for the presentation.

Assessment Due Date
Week 11 Friday (29 Sept 2023) 11:59 pm AEST
The PowerPoint (ppt) file is an individual submission. The same ppt file will be submitted individually by each group member. The written report is a group submission. Only one person in a group will submit the written report.

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 an individual presentation. It has two parts.
Part A: Report submission (group) (30 marks)
Your assessment will be based on the following criteria:

1. An executive summary or abstract of the report (5%)
2. An introduction to the given real-life project (10%)
3. Explanation of the range of control systems used to monitor and control the project cost, schedule, scope, risk, and quality (15%)
4. An analysis of the reasons that explain the cost and/or time overruns or other discrepancies encountered during the project (15%)
5. An analysis of the extent to which the project execution team could be held responsible for the incurred time and cost overruns or other discrepancies (15%)
6. An analysis of the relationship between the reasons you identified in **Section 4** and the stakeholders' needs and influences (10%)
7. 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 (10%)
8. A conclusion that identifies the key lessons that project management can learn from the experience of the project (10%)
9. 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 to answer 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 to 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