



# PPMP20011 Commercial Project Negotiation

## Term 2 - 2018

Profile information current as at 20/04/2024 09:49 pm

All details in this unit profile for PPMP20011 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

Communicating through negotiation requires a mix of many skills including, soft skills, interpersonal skills, people skills, and subject matter and generic skills. This unit focuses the elements of negotiation and conflict, leadership communication, argument and persuasion, assertiveness and emotional intelligence, within the tangible commercial and legal attributes of the commercial project negotiation process. During the unit diverse and complex government and non-government contractual arrangements are investigated. Methods of project negotiation and conflict management in projects comprising differing technological and asset lifecycles are explored to obtain stakeholder commitment. As a result of the techniques, case studies and vignettes studied students are shown how a foundation for lasting, fair and creative commercial project agreements between negotiating parties is obtained.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

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 - 2018

- Brisbane
- Distance
- Melbourne
- Perth
- Sydney

### Attendance Requirements

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

### Website

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

## Class and Assessment Overview

### Recommended Student Time Commitment

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

### Class Timetable

#### **Regional Campuses**

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

#### **Metropolitan Campuses**

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### **1. Practical Assessment**

Weighting: 25%

#### **2. Practical Assessment**

Weighting: 25%

#### **3. Presentation and Written Assessment**

Weighting: 20%

#### **4. Portfolio**

Weighting: 30%

### 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 and self-evaluation

##### **Feedback**

The unit content and assignments need to be clearer and more pertinent to project negotiation.

##### **Recommendation**

Review and revise unit learning materials and assessments.

#### Feedback from Student and self-evaluation

##### **Feedback**

The recommended reading textbook is confusing with little relevance to the unit

##### **Recommendation**

Change the recommended reading materials for the unit.

#### Feedback from Student and self-evaluation

##### **Feedback**

Learning would be enhanced by using more practical examples to highlight concepts of negotiation.

##### **Recommendation**

Revise materials to be more interactive and engaging.

## Unit Learning Outcomes

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

1. Describe the operation of diverse and complex government and non-government project contractual arrangements relevant to a range of managed services, ICT, and build agreements.
2. Analyse common arguments using logic, persuasion and influence factors as commonly applied to conflicting and/or competing stakeholder agendas.
3. Differentiate methods of project negotiation, conflict management, and stakeholder engagement across projects consisting of differing technology standards and asset lifecycles.
4. Explain and apply methods of identifying and reconciling inconsistent and conflicting objectives and drivers that develop, maintain, manage relationships and communication with key stakeholders.
5. Explain the consequences of project delays, disruptions, and changes to planned activities and the methods for claims variations, liquidated damages, contract entitlements, and arbitration.
6. Evaluate project management tools that help avoid or provide conflict resolution via negotiated solutions.

The unit contributes 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.

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes					
	1	2	3	4	5	6
<b>1 - Practical Assessment - 25%</b>		•	•			
<b>2 - Practical Assessment - 25%</b>					•	•
<b>3 - Presentation and Written Assessment - 20%</b>	•	•	•			
<b>4 - Portfolio - 30%</b>	•	•	•			

## Alignment of Graduate Attributes to Learning Outcomes

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

## Alignment of Assessment Tasks to Graduate Attributes

## Textbooks and Resources

### Textbooks

**There are no required textbooks.**

#### Additional Textbook Information

This unit uses material from the Project Management Institute (PMI) web site [www.pmi.org](http://www.pmi.org). Students should become either student or full members of the PMI to access the material used in this unit.

This unit also makes extensive use of Australian Standards and journal articles. Students will be required to download the required standards from the CQU Library access to the SAI Global web site, or source the standards themselves. Students will also be required to download the journal articles via the CQU Library web site.

### 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

**Lindsay Castell** Unit Coordinator

[l.castell@cqu.edu.au](mailto:l.castell@cqu.edu.au)

### Schedule

#### Week 1 - 09 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
Communication Planning and Commercial Projects	Mandatory Readings <ul style="list-style-type: none"><li>• Read the Wikipedia article Channel Tunnel</li><li>• Download and read Pena-Mora F., and Tamaki T. 2001. "Effect of Delivery Systems on Collaborative Negotiations for Large -Scale Infrastructure Projects". <i>Journal of Management in Engineering</i>. Vol. April 2001 pp.105-121.</li><li>• See also Chunnel video and accompanying text below video in YouTube</li></ul> Optional Reading and Study <ul style="list-style-type: none"><li>• Article: 21 Apr 2016 Channel Tunnel's unique status confirmed <a href="http://news/policy/single-view/view/channel-tunnels-unique-status-confirmed.html">http://news/policy/single-view/view/channel-tunnels-unique-status-confirmed.html</a></li><li>• Article: 29 June 2016 Brexit negotiations: Four ways to get a good deal <a href="http://www.bbc.com/news/uk-politics-eu-referendum-3665182">http://www.bbc.com/news/uk-politics-eu-referendum-3665182</a></li></ul>	Unit Introduction Lecture 1 Tutorial 1 Review Portfolio Assessment

#### Week 2 - 16 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
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Theory of Negotiation and Negotiation in Practice	Mandatory Readings • Alfredson T & Cungu A 2008 <i>Negotiation Theory and Practice</i> Optional Reading and Study • Kerzner (2013) Section 25.5 <i>Managing Troubled Projects</i> ; • Rashidul Islam has also recommended a book on the practical side of negotiation. William Ury and Robert Fisher (2012) <i>Getting to YES: Negotiating an agreement without giving in</i> . Penguin Random House Australia	Lecture 2 Tutorial 2 Write Portfolio for Week 1
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### Week 3 - 23 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
The Role of the Project Manager in Commercial Negotiation	Mandatory Readings • PMI Published Research: <i>Theory and Practice - Collaborative Project Procurement Arrangements</i> (2015) by Derek H. T. Walker and Beverly M. Lloyd Walker. ◦ Read Executive Summary, Chapter 1, skim Chapter 2. ◦ Note: PMI Members can download this book for free.	Lecture 3 Tutorial 3 Write Portfolio for Week 2

### Week 4 - 30 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
Managing Stakeholders' Commercial Interests vs. Stakeholders' Political Interests	Mandatory Readings • <i>Collaborative Project Procurement Arrangements</i> (2015) by Derek H. T. Walker and Beverly M. Lloyd Walker; ◦ Read Chapter 2, skim Chapter 3.	Lecture 4 Tutorial 4 Write Portfolio for Week 3

### Week 5 - 06 Aug 2018

Module/Topic	Chapter	Events and Submissions/Topic
Communicating in Commercial Negotiation vs. Project Communication	Mandatory Readings • <i>Collaborative Project Procurement Arrangements</i> (2015) by Derek H. T. Walker and Beverly M. Lloyd Walker; ◦ Read Chapter 3, skim Chapter 4.	Lecture 5 Tutorial 5 Write Portfolio for Week 4 <b>Negotiation and Conflict Report</b> Due: Week 5 Friday (10 Aug 2018) 5:00 pm AEST

### Week free from lectures - 13 Aug 2018

Module/Topic	Chapter	Events and Submissions/Topic

### Week 6 - 20 Aug 2018

Module/Topic	Chapter	Events and Submissions/Topic

Commercial Conflict Resolution	Mandatory Readings • <i>Collaborative Project Procurement Arrangements</i> (2015) by Derek H. T. Walker and Beverly M. Lloyd Walker; ◦ Read Chapter 4, skim Chapter 5. • Yousefi S., Hipel K.W., & Hegazy T. 2010. "Attitude-Based Strategic Negotiation for Conflict Management in Construction Projects". <i>Project Management Journal Special Issue: PMI Research and Education Conference 2010</i> Volume 41, Issue 4, pages 99-107, September 2010.	Lecture 6 Tutorial 6 Write Portfolio for Week 5
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#### Week 7 - 27 Aug 2018

Module/Topic	Chapter	Events and Submissions/Topic
Disputes, Claims, Variations, and Arbitration	Mandatory Readings • <i>Collaborative Project Procurement Arrangements</i> (2015) by Derek H. T. Walker and Beverly M. Lloyd Walker; ◦ Read Chapter 5, skim Chapter 6. • Cheung S.O., & and Chow P.T. 2011. "Withdrawal in Construction Project Dispute Negotiation". <i>Journal of Construction Engineering and Management</i> . Volume 137, Issue 12 (December 2011).	Lecture 7 Tutorial 7 Write Portfolio for Week 6

#### Week 8 - 03 Sep 2018

Module/Topic	Chapter	Events and Submissions/Topic
Commercial Negotiation in Government vs. Private Organisations	Mandatory Readings • <i>Collaborative Project Procurement Arrangements</i> (2015) by Derek H. T. Walker and Beverly M. Lloyd Walker; ◦ Read Chapter 6, skim Chapter 7.	Lecture 8 Tutorial 8 Write Portfolio for Week 7

#### Week 9 - 10 Sep 2018

Module/Topic	Chapter	Events and Submissions/Topic
Applying Project Management Standards and Frameworks	Mandatory Readings • <i>Collaborative Project Procurement Arrangements</i> (2015) by Derek H. T. Walker and Beverly M. Lloyd Walker; ◦ Read Chapter 7.	Lecture 9 Tutorial 9 Write Portfolio for Week 8  <b>Claims and Damages Report</b> Due: Week 9 Friday (14 Sept 2018) 5:00 pm AEST

#### Week 10 - 17 Sep 2018

Module/Topic	Chapter	Events and Submissions/Topic
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Contractual Arrangements in Commercial Projects	<p>Mandatory Readings</p> <ul style="list-style-type: none"> <li>Download and browse Developing and Managing Contracts (ANAO) <a href="https://www.anao.gov.au/work/better-practice-guide/developing-and-managing-contracts-getting-right-outcome-achieving-value">https://www.anao.gov.au/work/better-practice-guide/developing-and-managing-contracts-getting-right-outcome-achieving-value</a>;</li> <li>Download and browse HB 140-2000 <i>Administration manual for AS 4000-1997 General conditions of contract</i> (Accessed from the CQU Library link to Standards Australia - SAI Global).</li> </ul> <p>Optional Reading and Study</p> <ul style="list-style-type: none"> <li>Kerzner (2013) Chapter 19 Contract Management</li> <li>Study the legal definition of a contract: <ul style="list-style-type: none"> <li><a href="http://www.lawhandbook.org.au/07_01_01_what_is_a_contract/">http://www.lawhandbook.org.au/07_01_01_what_is_a_contract/</a>;</li> <li><a href="https://en.wikipedia.org/wiki/Australian_contract_law">https://en.wikipedia.org/wiki/Australian_contract_law</a>;</li> </ul> </li> </ul> <p>PMBOK (2017) sixth edition, Chapter 12 Project Procurement Management</p>	Lecture 10 Tutorial 10 Write Portfolio for Week 9
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## Week 11 - 24 Sep 2018

Module/Topic	Chapter	Events and Submissions/Topic
Argument; Logic; Ethics	<p><b>Mandatory Readings</b></p> <ul style="list-style-type: none"> <li>Access the The Internet Encyclopaedia of Philosophy and look at the entries for <a href="http://www.iep.utm.edu/">http://www.iep.utm.edu/</a>;</li> </ul> <p><b>Optional Reading and Study</b></p> <ul style="list-style-type: none"> <li>Find and read about topics such as: <ul style="list-style-type: none"> <li>Emotional Intelligence <a href="https://en.wikipedia.org/wiki/Emotional_intelligence">https://en.wikipedia.org/wiki/Emotional_intelligence</a>;</li> <li>QLD Government negotiation advice <a href="https://www.business.qld.gov.au/business/running/managing-business-relationships/negotiating-successfully">https://www.business.qld.gov.au/business/running/managing-business-relationships/negotiating-successfully</a>;</li> </ul> </li> </ul>	Lecture 11 Tutorial 11 Write Portfolio for Week 10

## Week 12 - 01 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
The Future of Commercial Negotiation	<p><b>Mandatory Readings</b></p> <ul style="list-style-type: none"> <li><i>Collaborative Project Procurement Arrangements</i> (2015) by Derek H. T. Walker and Beverly M. Lloyd Walker;</li> <li>Review of book</li> </ul>	<p>Lecture 12 Tutorial 12 Write Portfolio for Week 11</p> <p><b>Presentation and Written Assessment</b> Due: Week 12 Friday (5 Oct 2018) 5:00 pm AEST</p>

## Review/Exam Week - 08 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
		<p><b>Portfolio</b> Due: Review/Exam Week Friday (12 Oct 2018) 5:00 pm AEST</p>

## Assessment Tasks

### 1 Negotiation and Conflict Report

#### Assessment Type

Practical Assessment

#### Task Description

#### Assignment Overview

This assignment is to be completed **individually**.

This assessment item requires you to consider:-

- project negotiation, conflict management, and stakeholder engagement.
- and methods of identifying and reconciling inconsistent and conflicting objectives and drivers that develop, maintain, manage relationships and communication with key stakeholders.

You must then develop all the required documentation for a selected case study. The case study and associated template will be supplied on the Moodle web site.

#### Task

Your task is to consider the overview above and complete your strategic approach using the template that will be supplied during the unit.

You will be graded upon how well your documentation has been completed and reflects the needs of the case study.

#### Purpose

The primary purpose of this assessment item is to help you to develop skills in the objective, contents

and compilation of project management commercial negotiation frameworks and principles.

The secondary purpose of this assignment is to give you the opportunity to consider the role of the project manager within the commercial negotiation process.

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 template. You should complete all of the required parts in as much detail as you deem appropriate. The instruction boxes in the template that state they should be deleted must be deleted.

### **Assessment Due Date**

Week 5 Friday (10 Aug 2018) 5:00 pm AEST  
AEST

### **Return Date to Students**

Week 6 Friday (24 Aug 2018)

### **Weighting**

25%

### **Assessment Criteria**

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

- Complete documentation is supplied. (20%)
- The project negotiation, conflict management, and stakeholder engagement is an accurate reflection of the requirements outlined in the case study. (30%)
- The methods of identifying and reconciling conflicting objectives that affect relationships and communication with key stakeholders are an accurate reflection of the requirements outlined in the case study. (30%)
- Appropriate and well structured, concise and clear description of project management requirements in response to the assessment task. (10%)
- Clarity of expression, grammar and spelling. (10%)

### **Referencing Style**

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

### **Submission**

Online

### **Learning Outcomes Assessed**

- Differentiate methods of project negotiation, conflict management, and stakeholder engagement across projects consisting of differing technology standards and asset lifecycles.
- Explain and apply methods of identifying and reconciling inconsistent and conflicting objectives and drivers that develop, maintain, manage relationships and communication with key stakeholders.

### **Graduate Attributes**

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

## **2 Claims and Damages Report**

### **Assessment Type**

Practical Assessment

**Task Description****Assignment Overview**

This assignment is to be completed in **groups (minimum 3, maximum 4 in a group)**. On campus students must notify their local lecturer by email before 5pm (AEST) on Friday of Week 5 of their group member names. Distance students are to complete this assignment either individually or in groups (of distance students) and must notify the unit coordinator by email before 5pm (AEST) on Friday of Week 5 of their group member names or that they are doing the assignment individually.

This assessment item requires you to consider:-

- the consequences of project delays, disruptions, and changes to planned activities and the methods for claims variations, liquidated damages, contract entitlements and arbitration; and
- the project management tools that help avoid or provide conflict resolution via negotiated solutions.

You must then develop all the required documentation for a selected case study. The case study and associated template will be supplied on the Moodle web site.

**Task**

Your task is to consider the overview above and complete your strategic approach using the template that will be supplied during the unit.

You will be graded upon how well your documentation has been completed and reflects the needs of the case study.

**Purpose**

The primary purpose of this assessment item is to help you to develop skills in the objective, contents and compilation of project management commercial negotiation frameworks and principles.

The secondary purpose of this assignment is to give you the opportunity to consider the role of the project manager within the commercial negotiation process.

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 templates. You should complete all of the required parts in as complete manner as you deem appropriate. The instruction boxes in the templates that state they should be deleted must be deleted.

**Assessment Due Date**

Week 9 Friday (14 Sept 2018) 5:00 pm AEST  
AEST

**Return Date to Students**

Week 11 Friday (28 Sept 2018)

**Weighting**

25%

**Assessment Criteria**

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

- Complete documentation is supplied. (20%)
- Proposals for mitigating the consequences of project delays, disruptions and changes to planned activities and the methods for claims variations, liquidated damages, contract entitlements, and arbitration are an accurate reflection of the requirements outlined in the case study. (30%)
- The project management tools proposed that help avoid or provide conflict resolution via negotiated solutions are an accurate reflection of the requirements outlined in the case study. (30%)
- Appropriate and well structured, concise and clear description of project management requirements in response to the assessment task. (10%)
- Clarity of expression, grammar and spelling. (10%)

## **Referencing Style**

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

## **Submission**

Online Group

## **Submission Instructions**

### **Learning Outcomes Assessed**

- Explain the consequences of project delays, disruptions, and changes to planned activities and the methods for claims variations, liquidated damages, contract entitlements, and arbitration.
- Evaluate project management tools that help avoid or provide conflict resolution via negotiated solutions.

## **Graduate Attributes**

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

## **3 Presentation and Written Assessment**

### **Assessment Type**

Presentation and Written Assessment

### **Task Description**

#### **Assignment Overview**

This assignment is to be completed in **groups (minimum 3, maximum 4 in a group)**. On campus students must provide their group member names to the local lecturer by email before 5pm (AEST) on Friday of Week 8. Distance students are to complete the assignment either individually or in groups (of distance students) and must notify the unit coordinator by email before 5pm (AEST) on Friday of Week 8 of their group member names or that they are choosing to do the assignment individually. Distance students must be connected using Zoom technology (available to CQU students) to deliver their presentation.

This assessment item requires you to consider:-

- The operation of diverse and complex government and non-government project contractual arrangements relevant to a range of managed services, ICT, and build agreements;
- Common arguments using logic, persuasion and influence factors as commonly applied to conflicting and/or competing stakeholder agendas;
- Methods of project negotiation, conflict management, and stakeholder engagement across projects consisting of differing technology standards and asset lifecycles.

You must describe the above in the context of the theories and principles as espoused by researchers and experts in the field.

You must submit a Microsoft PowerPoint presentation and then make a presentation to your peers that discusses and explains your insights to the above (distance students will answer questions over Zoom). You must also submit a written set of presentation notes or script that matches your presentation. The notes can be either part of your PowerPoint presentation or written and submitted separately in Microsoft Word.

You are encouraged to use assignment output and ideas that you may have developed from previous assignments within this unit as supporting evidence for your presentation.

### **Task**

Your task is to consider the three learning outcomes in the context of this unit. You must then make a presentation of 15 minutes length that summarises the learning outcomes below and how they relate to the spectrum of the major project domains discussed during the unit (distance students will answer questions over Zoom).

Once your 15 minute presentation has been made you must be prepared to answer questions for 10

minutes from unit participants.

You will be graded based on how well you have made your presentation and described, discussed, explained and critically analysed the project management theories and principles according to these assignment instructions.

### **Purpose**

The primary purpose of this assessment item is to help you to develop and demonstrate your skills in the use of project management concepts, principles, theories and arguments about commercial project management negotiation. You are particularly required to demonstrate your ability to differentiate aspects of commercial negotiation as it relates to different projects and organisations. You must then be able to analyse and argue what type of commercial negotiation theories and concepts will enable better or worse project outcomes.

The secondary purpose of this assignment is to give you the opportunity to enhance your analysis, critical thinking and written communication skills; particularly in the areas of argument development and oral presentation.

### **Structure**

Your presentation should be a properly constructed academic presentation. It should contain an effective introduction, body, and conclusion. The introduction should introduce the presentation and include your major arguments. The body should present the evidence you have collected to support your arguments, and the conclusion should restate your arguments, summarise the evidence and make a conclusion regarding your arguments.

The presentation should contain a coherent, but necessarily restricted review of the academic literature on the project management topics in question. Your literature review should be integrated into the presentation, not a separate section. Do not include an executive summary or an abstract. A reference list formatted in the prescribed Harvard style is compulsory. Do not include a bibliography. This assessment item involves researching your assigned topic to enhance your understanding of project management concepts and utilisation of academic literature. Whilst you should use the recommended textbooks you may also refer to relevant peer reviewed, academic journal articles. You will be expected to present information and evidence from, and cite, at least twenty (20) times from the text book material from the unit. You are also encouraged to cite other material that is peer reviewed.

### **Assessment Due Date**

Week 12 Friday (5 Oct 2018) 5:00 pm AEST

AEST

### **Return Date to Students**

Exam Week Friday (19 Oct 2018)

### **Weighting**

20%

### **Assessment Criteria**

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

- A description and discussion of the operation of diverse and complex government and non-government project contractual arrangements relevant to a range of managed services, ICT, and build agreements. (20%)
- An explanation of common arguments using logic, persuasion and influence factors as commonly applied to conflicting and/or competing stakeholder agendas. (20%)
- Critical analysis of methods of project negotiation, conflict management, and stakeholder engagement across projects consisting of differing technology standards and asset lifecycles. (20%)
- Appropriate and well structured, concise and clear expression of project management arguments in response to the assessment task. (5%)
- A clear flow of thought throughout the presentation with a clear purpose described in the introduction and a comprehensive conclusion. (5%)
- A critical review and integration of relevant academic and professional literature (cited at least

twenty (20) times). (10%)

- Clarity of expression, grammar and spelling. (5%)
- Strict conformity to CQUniversity Australia Harvard Referencing Guide. (5%)
- Appropriate presentation format and presented within slide and note/script limit: 10 to 20 slides & notes/script. (10%)

### **Referencing Style**

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

### **Submission**

Online Group

### **Learning Outcomes Assessed**

- Describe the operation of diverse and complex government and non-government project contractual arrangements relevant to a range of managed services, ICT, and build agreements.
- Analyse common arguments using logic, persuasion and influence factors as commonly applied to conflicting and/or competing stakeholder agendas.
- Differentiate methods of project negotiation, conflict management, and stakeholder engagement across projects consisting of differing technology standards and asset lifecycles.

### **Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Self-management
- Ethical and Professional Responsibility
- Leadership

## **4 Portfolio**

### **Assessment Type**

Portfolio

### **Task Description**

#### **Assignment Overview**

##### **This assignment is to be completed individually.**

In this unit you are required to complete weekly portfolios and a final consolidated portfolio based on these weekly portfolios. A portfolio provides evidence of previous and current experience and presents a dynamic record of your growth and professional learning over the duration of this unit. Your portfolio will provide an account of your learning based on your practice and your critical reflection.

There are three purposes for this assessment:

1. To help you to develop skills for undertaking research and translating, via your technical and creative skills, underpinning concepts about project management commercial negotiation, and
2. To give you the opportunity to enhance your analysis, critical thinking and written communication skills; particularly in the areas of thinking about and reflecting on different project domains and project management commercial negotiation.
3. To give you the opportunity to enhance your analysis and written communication skills; particularly in the areas of rigorous structured assignment writing

Developing a portfolio, as a result, makes your learning more explicit as you translate your workplace and personal experiences into documented evidence. You can then learn to critically examine the nature of your learning on this unit in relation to specific experiences in your project management practice and demonstrate that you have learned from those experiences and have achieved or maintained your professional competence as a result. The portfolios are not to be a diary or journal of your readings and activities.

#### **A. WEEKLY PORTFOLIOS**

You are required to create and submit weekly portfolios for weeks 1 to 10. Separate templates are provided in the Moodle web site for each week's submission. These templates will help you in

structuring and formatting your weekly portfolios. Each weekly portfolio is to reflect upon your learning from the prior week and must:

1. Identify the module/topic including reading samples (Column 1 of the template table)
2. Identify the learning outcomes to which the topic applies (Column 2 of the template table)
3. Describe your experiences and your learning from those experiences (including sample readings or records) (Column 3 of the template table)
4. Provide supporting documentation of prior or current learning (only reference the source, unless you feel that it is pertinent to include and reference sections of the documents) (Column 4 of the template table)
5. A brief overall personal reflection of the learning for the week (after the table), and
6. A properly constructed reference list (after the reflection)

Your weekly portfolio should be no longer than 4 to 5 pages. It is your portfolio and shows your development of understanding during the unit. Naturally, this will make the portfolio different for everyone. Each student's background, education, current and past work experiences are what make the portfolios different. Each student's personal research will be different. What you need to do is to give yourself enough time to reflect and show how you have thought and come to grips with the ideas that address the learning outcomes of the unit. The amount of time you should be allocating to the unit is 12 hours per week (which includes writing the portfolio). So there should be a fair bit of time for you to make the reflections and reach a depth of insight that will make the portfolio meaningful.

You should revisit the whole of the unit learning outcomes each week. The portfolio for any previous week is a reflection of your insights and thoughts for that week. Once you upload the portfolio then leave it for that week. Over the duration of the unit you will find that there is a development and change of your ideas as you study the material.

It is to your benefit to have the personal discipline to make sure that you do not get behind. If you are allocating 12 hours per week for the unit then there is plenty of time for the portfolio. The unit is straight forward, but there are lots of web sites to visit and material to download. The set readings are only part of the story and you won't be able to do the unit with just the set readings. Unfortunately, much of the material is written from a North American perspective. You will need to consider other industry sectors and also to be able to translate the learning outcomes into an Australian or other cultural perspective. Therefore, you will need to download other files and visit web sites to be able to gather the material you need in your portfolio.

There are no bonus points for getting the portfolio perfect from the first week! In fact the portfolio for the first week is much more likely to be an amateurish attempt. It is unlikely that you'll really know what you're doing in the first and second week, and if you pretended you do then it would be hard to believe you anyway! Understanding and familiarity will only develop over time. As you do the portfolios' each week and keep revisiting the learning outcomes and adding the unit material then you will gain insights required. Unless you do that on a weekly basis you won't have the appropriate perspective to make the journey and reach the destination by the end of the unit.

## **B) CONSOLIDATED PORTFOLIO**

At the end of the unit you will need to review your weekly portfolios and then create and submit a consolidated portfolio based on the learning from the weekly portfolios. You will be provided with a template for the consolidated portfolio.

Your consolidated portfolio must provide:

1. An introduction to the portfolio and summary of outcomes
2. A summary of how you have achieved EACH of the unit learning outcomes
3. Evidence to support how you achieved those learning outcomes (based on your weekly portfolios and other resources) .
4. A coherent, but necessarily restricted review of the academic literature related to each of the topics covered by the unit
5. An overall reflection and conclusion about the learning you have achieved
6. A reference list formatted in the prescribed Harvard style
7. An appendix (as part of the consolidated portfolio - not a separate document) containing each of

the weekly portfolios. You must not leave the portfolios on the unit web site and simply refer to them by index or numbering system. They must be part of the consolidated portfolio document. When referring to information from the appended weekly portfolios, it is important to make clear to the marker where the referenced material occurs in the appendix. Otherwise, you may not get the marks you expect.

Your final portfolio will explain how you have developed your understanding of the learning outcomes and the topics with each week's study. Since this is your own journey then the material that you will want to include in this portfolio will be unique for you. Whilst you must use recommended textbooks and web links, you should also refer to any other sources on the Moodle web site and additional relevant peer reviewed academic journal articles that you have used. Consequently, you may also want to include a bibliography to list other academic literature and secondary sources you have used to enhance your understanding of each concept.

Remember, this consolidated portfolio is the important part of this assignment. This is the assessment that gets marked.

## **REFERENCING**

Referencing should be made according to CQU's Harvard referencing guide. To locate the guide then Google "CQU Harvard referencing" and download the PDF file for the current year.

It is as a consequence of your references and academic proficiency with critical analysis that you will be able to gain MAXIMUM MARKS.

### **Assessment Due Date**

Review/Exam Week Friday (12 Oct 2018) 5:00 pm AEST  
AEST

### **Return Date to Students**

Exam Week Friday (19 Oct 2018)

### **Weighting**

30%

### **Assessment Criteria**

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

1. Evidence in regular weekly portfolios of meeting the graduate attributes. (20%)
2. Qualitative reflections of each of the unit learning outcomes. (40%)
3. Quantitative achievement of the unit topics. (20%)
4. Clarity of expression, grammar and spelling. (5%)
5. Strict conformity to CQUniversity Australia Harvard Referencing Guide (author-date). (5%)
6. Document clarity and presentation format. (10%)

### **Referencing Style**

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

### **Submission**

Online

### **Learning Outcomes Assessed**

- Describe the operation of diverse and complex government and non-government project contractual arrangements relevant to a range of managed services, ICT, and build agreements.
- Analyse common arguments using logic, persuasion and influence factors as commonly applied to conflicting and/or competing stakeholder agendas.
- Differentiate methods of project negotiation, conflict management, and stakeholder engagement across projects consisting of differing technology standards and asset lifecycles.

### **Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills

- Research
- Self-management
- 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