PPMP20011 *Contract and Procurement Management*
Term 3 - 2020

Profile information current as at 20/04/2024 11:09 am

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

This Contract and Procurement Management unit will equip you with the knowledge, skills, and techniques required for acquiring external products, results, and services to meet the needs of the company and to achieve the project goals. It also offers you the opportunity to identify, apply, and develop different negotiation strategies as well as assessing and responding to the potential risks encountered during the procurement. You will study contract types, procurement standards, legal and ethical aspects of commercial contracts as well as project tendering and awarding. On successful completion of this unit, you will have the capacity to apply the appropriate practices for managing contracts, conflicts, delays, claim, and disputes.

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

Co- requisites: PPMP20007
Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the Assessment Policy and Procedure (Higher Education Coursework).

Offerings For Term 3 - 2020

- Brisbane
- Melbourne
- Online
- Perth
- Sydney

Attendance Requirements

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

Website

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

Class and Assessment Overview

Recommended Student Time Commitment

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

Class Timetable

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

Metropolitan Campuses
Adelaide, Brisbane, Melbourne, Perth, Sydney

Assessment Overview

1. **Practical Assessment**
Weighting: 40%
2. **Group Work**
Weighting: 50%
3. **Online Quiz(zes)**
Weighting: 10%

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 Moodle

Feedback
We enjoyed examples of teachers own professional experiences and that helped us in understanding the topics discussed each week easily

Recommendation
Keep the real life examples as case studies and ensure connecting with real life

Feedback from Moodle

Feedback
Keep the good practice. Kahoot was pretty good

Recommendation
Kahoot was a good engagement tool in online learning. Keep such engaging tools

Feedback from Moodle

Feedback
The lecturer was always there to clarify questions in my assessment and I always received a reply within an hour

Recommendation
Maintain close liaison with the students

Feedback from Moodle

Feedback
First assessment needs to be earlier

Recommendation
The announcement of first assessment starts in Week 2 now

Feedback from In Class

Feedback
The E-reading list is very rich and has lots of easy access resources

Recommendation
Maintain the use of E-reading list and make it popular

Unit Learning Outcomes

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

1. Demonstrate an integrative understanding of the key theories and concepts underpinning buyer-contractor relationships as well as the concepts of project contracts and procurement standards
2. Analyse different commercial negotiation strategies and demonstrate an ability to creatively negotiate project plans, conflicts, delays, and incentives in commercial projects
3. Employ risk management planning and identification and assess the risk encountered over the procurement process
4. Negotiate and analyse the principles of tendering, pricing and awarding techniques and to utilise the negotiation approaches in commercial contracts
5. Evaluate and develop clear legal, financial and technical components of project contracts
6. Develop a project budget and an expenditure forecast as control mechanisms and link time, cost and resources to the project framework.

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

— 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	5	6
1 - Online Quiz(zes) - 10%		•	•	•		
2 - Practical Assessment - 40%	•	•			•	•
3 - Group Work - 50%	•		•	•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes					
	1	2	3	4	5	6
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 - Online Quiz(zes) - 10%	◦		◦		◦	◦		
2 - Practical Assessment - 40%	◦	◦	◦	◦				
3 - Group Work - 50%	◦		◦		◦	◦	◦	

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)
- online database Emrald and Scince direct for journal articles
- CQUniversity Library Resources
- Students are requested to join the Project Management Institute (PMI) and be a member of the PMI to download the materials.
- E-reading List

Referencing Style

All submissions for this unit must use the referencing style: American Psychological Association 7th Edition (APA 7th edition)
For further information, see the Assessment Tasks.

Teaching Contacts

Ziyad Abunada Unit Coordinator
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Schedule

Week 1 - 09 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
Introduction to Procurement: Value For Money (VFM)	**Topics:** • Introduction to procurement • VFM • Procurement management plan • Procurement strategies	Tutorial 1: • Overview • Introduction to PPMP20011 • Introduction to Procurement Plan

Week 2 - 16 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
Procurement Routes - I	**Topics**: • Introduction to procurement routes • Selection criteria for procurement routes • Traditional route (DBB) • Design - Build (Integrated) route • Management (Packaged) route • Comparison of procurement routes	Tutorial 2: • Q and A • Illustrative materials and videos • Release the Assessment 1: Part A Individual assessment (30%)

Week 3 - 23 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic

Procurement Routes - II	**Topics**: • Collaborative procurement routes • Multi Prime Contracting • Design Sequencing • Public-Private Partnerships • Alliancing • Joint Ventures	Tutorial 3: • Q and A: Case Studies and Exercises • Assign random grouping for the group assessment (2) • Discuss the Assessment 1: Part A: (30%)

Week 4 - 30 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
Contracts and Contracting Principles	**Topics:** • Introduction to contracts • Contracting strategies • Fixed price contracts • Cost reimbursable contracts • Change orders in contracts • Client-contractor relationships • Risks in contracting	Tutorial 4: • Case Studies and Exercises • Illustrative videos • Finalise the grouping for the group Assessment • Discuss the Assessment 2: Part B: (10%)

Vacation Week - 07 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
Mid Term Break		

Week 5 - 14 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
Risks in Procurement	**Topics:** • Main risks in procurement • Managing procurement risks • Risk management plan • Identifying procurement risks • Assessing and analysing procurement risks • Controlling and mitigating procurement risks	Tutorial 5: • Case Studies and Exercises • Illustrative videos • Discuss Assessment 2 (Parts (i) and (ii) Group assessment Critical Analysis Report (50%)

Week 6 - 21 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
Change Orders, Claims, Disputes and Resolutions	**Topics:** • Change orders (variations) • Development of change orders • Sources of claims • Development of claims • Minimising claims • Causes of disputes • Dispute resolution methods	Tutorial 6: • Case Studies and Exercises • Illustrative videos • **Assessment 1: Part A (Individual Written Report) (30%) Due: AEST: 11.59pm Thursday 24th December 2020**

Vacation Week - 28 Dec 2020

Module/Topic	Chapter	Events and Submissions/Topic
Mid Term Break		

Week 7 - 04 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic
Cost Estimation and Budgeting	**Topics:** • Project cost estimation • Cost estimation methods • Factors affecting the cost estimates • Project budgeting • Elements of project budget • Developing and establishing project budget • Evaluating project budget	Tutorial 7: • Case Studies and Exercises • Illustrative videos

Week 8 - 11 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic

Negotiations in Procurement	**Topics:** • Introduction and principles of negotiation • Process and structure of negotiation • Effective negotiation (BATNA and ZOPA) • Negotiation strategies • Conflict resolution through negotiation • Negotiating with powerful suppliers	Tutorial 8: • Case Studies and Exercises • **Assessment 1: Part B (Individual Peer Assessment Report) (10%) Due: AEST: 11.59pm Monday 11th January 2021**

Week 9 - 18 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic
Tendering, Bidding and Contract Awarding	**Topics:** • Introduction to tendering • Tendering and bidding process • Invitation for tenders • Submission and opening of bids • Technical and financial evaluation of bids • Assessment of best combined offer • Contract awarding	Tutorial 9 • Case Studies and Exercises • Monitoring the progress for the final assessment. • All groups to provide a briefing about their progress.

Week 10 - 25 Jan 2021

Module/Topic	Chapter	Events and Submissions/Topic
Outsourcing	**Topics:** • Introduction to outsourcing • Benefits of outsourcing • Problems with outsourcing • Types of outsourcing • Supply matrix and strategies • Risks in outsourcing • Ethics in outsourcing	Tutorial 10 • Case Studies and Exercises • Monitoring the final assessment (Progress report)

Week 11 - 01 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic
Ethics in Procurement	**Topics:** • Ethics in procurement • Ethical principles in procurement • Types of unethical behaviours • Ethical issues during procurement stages • Ethical issues in contract management • Spiral of ethical risks • Detection and prevention of unethical practices	Tutorial 11 • Case Studies and Exercises

Week 12 - 08 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic
Emerging Trends in Procurement: Sustainable Procurement	**Topics:** • Introduction to sustainable procurement • Principles of procuring sustainability • Concepts in sustainable development • Benefits of sustainable procurement • Policy context of Australian Government	Tutorial 12 • **Assessment 2: Parts (i) and (ii) (Critical Analysis Report (50%): AEST: 11.59pm Monday 8th February, 2021** • **Please note: You must also submit your pre-recorded MP4 video presentation and PowerPoint (PPT) slides**

Exam Week - 15 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic

Final Exam	**• Assessment 3: Online Quiz (10%) opens AEST 12.01am Monday 15th February, 2021 and closes 11.59pm Monday 15h February, 2021**

Assessment Tasks

1 Assessment 1: Practical Assessment (Individual)

Assessment Type
Practical Assessment

Task Description
Assessment 1: Practical Assessment (Individual) (40%)

This is an individual assignment comprising two parts (Part A and Part B):

Part A: You are requested to submit an individual report responding to the specific tasks **(30%);** and
Part B: Represents a "peer assessment" report evaluating your colleagues **(10%**). This mark will be granted based on the quality of your evaluation.
The assessment contains a case study from a real-world context for a multi-component project along with the description and scope of the work involved. The case study will be provided on the unit Moodle website.

Part A: You are required to submit a written report (30%) (Due: Thursday 24th December 2020)

and consider the following:

- Critically analyse and advise on the most suitable procurement route for the case study (sub-projects)
- You will be given the characteristics of the client, constraints, conditions, and available resources for each sub-project
- Justify the chosen procurement route and explain why it is suitable to make the project successful
- Advise on the best suitable contractual agreements for parties involved to compliment the procurement option
- If you were to propose a contract type, discuss the associated risks and the key components which must be covered in the selected contract
- As a procurement officer, you need to highlight your main concessions to perform the procurement process of the assigned resources
- Your report should include a thorough analysis along with supporting evidence and discussion
- Clarity of expression, language, format, presentation, in-text citations, and references

Part B: The peer assessment aims to enhance your understanding and allows you to learn from this assessment by exchanging knowledge with your peers (10%) (Due: Monday 11thJanuary, 2021) and consider the following:

- You are required to assess one submission by your peers which will be randomly and anonymously assigned to you
- You will be asked to submit your evaluation report along with the constructive feedback and comments
- Failing to submit the evaluation report leads to zero grade for this part
- You will conduct the assessment based on the assessment criteria and a marking tool will be provided
- Your evaluation will be checked, moderated, and monitored to ensure the quality of the feedback and the peer assessment.

Assessment Due Date

Return Date to Students

Weighting
40%

Assessment Criteria

Assessment 1: Practical Assessment (Individual): Part A and Part B (40%)

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

1. Clear understanding of the case study based on a thorough review of the case
2. An explanation of the various procurement routes, selection the most suitable route depending on the provided constraints
3. Select the best contract that suits the case study and provide a coherent discussion on why this was the most suitable one
4. A discussion of the possible legal and technical requirements
5. Provide constructive and appropriate feedback to your peers. The quality of your evaluation will be viewed and compared with other reviewers
6. You need to provide relevant, reasonable, and ad hoc comments showing a good level of understanding of the unit material
7. Clarity of expression, language, format, presentation, in-text citations and references

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Learning Outcomes Assessed

- Demonstrate an integrative understanding of the key theories and concepts underpinning buyer-contractor relationships as well as the concepts of project contracts and procurement standards
- Analyse different commercial negotiation strategies and demonstrate an ability to creatively negotiate project plans, conflicts, delays, and incentives in commercial projects
- Evaluate and develop clear legal, financial and technical components of project contracts
- Develop a project budget and an expenditure forecast as control mechanisms and link time, cost and resources to the project framework.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research

2 Assessment 2: Critical Analysis Report + Presentation (Group Work)

Assessment Type
Group Work

Task Description

Assessment 3: Part (i) Critical Analysis Report and Part (ii) Individual presentation (50%)
This is a group assignment (maximum of 3 students in a group). Groups can be randomly formed by the UC and its part of this assessment to work in a new team and show good communication skills.

1. **Part (i) Critical Analysis Report- Group submission (35%)**
2. **Part (ii) Oral Presentation - Individual submission (15%)**

- Groups are formed early in the term. All groups to be finalised by week 3 (random allocation)
- The group needs to investigate a case study and apply the knowledge gained throughout the PPMP20011
- Groups may have various case studies with various constraints and requirements. The case studies will be randomly assigned to the groups if this is needed
- Students discuss their progress every couple of weeks with their tutor.
- Preliminary submission and progress reports to be discussed with the lecturer
- Group Presentation to be held after the submission. Pre-recorded presentation followed by Q/A meetings.

Assessment Due Date

Return Date to Students

Assignment marks will be released on the day of confirmation of grades.

Weighting
50%

Assessment Criteria

Assessment 3: Part (i) Critical Analysis Report and Part (ii) Individual presentation (Total: 50%)

Overview: The assessment has two parts: Part (i) and Part (ii):

Part (i): Written report (35%) (Due: Monday 8th February 2021)

- The report should be of maximum of 4000 words +- 5% (including references). Note: Reports exceeding the maximum word limit by more than 5% will be deducted marks.

Part (ii): Oral presentation (15%) (Due Monday 8th February 2021)

- The presentation should follow a similar structure as per your written report
- Presentations will be pre-recorded and submitted. This may be followed by a separate Q/A session
- A four (4) to five (5) minute presentation to be recorded and uploaded to Moodle. This is an individual presentation and will be graded separately
- Marks will be deducted if students exceed the maximum 5-minute time limit
- Each student may be called separately for a Q/A session
- Presentations will be graded based on individual performance. Therefore, marks allocated will likely vary within the group members

The report will be assessed based on the quality of the work presented, the details, and the coherent analysis with the proper justifications of the proposed procurement routes, contract types, and the associated risks. Your submission should extend beyond the unit materials and you are requested to use available online resources and any additional relevant information. The report will be assessed according to the following criteria.

Part (i): Written report (35%) Due: Monday 8th February 2021

- Understanding and analysis of the case study and applying the concepts of contract and procurement strategies
- Critical analysis and evaluation of the procurement routes which includes a detailed description of why the specific route was selected in each case
- Critical analysis and evaluation of the contract types which includes a detailed description of why the specific contract was selected in each case
- Identification, analysis, and assessment of the risks associated in each approach
- Mapping the factors and characteristics of each sub-project with the factors to be considered for the best procurement strategy
- Developing an appropriate budget for the assigned tasks and required resources
- Negotiate and analyse the principles of tendering, the pricing and utilise the negotiation approaches in commercial contracts
- Understanding of the application of ethics in procurement relevant to the case study
- Clarity of expression, language, format, presentation, in-text citations and references

Part (ii): Oral presentation (15%) Due: Monday 8th February 2021

- Understanding and relevance of the content
- Clarity of expression, language, and format
- Presentation style
- Response to questions during Q & A

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
Only one member from a group should upload the submission but all group members must give presentation.

Learning Outcomes Assessed

- Demonstrate an integrative understanding of the key theories and concepts underpinning buyer-contractor relationships as well as the concepts of project contracts and procurement standards
- Employ risk management planning and identification and assess the risk encountered over the procurement process
- Negotiate and analyse the principles of tendering, pricing and awarding techniques and to utilise the negotiation approaches in commercial contracts
- Evaluate and develop clear legal, financial and technical components of project contracts
- Develop a project budget and an expenditure forecast as control mechanisms and link time, cost and resources to the project framework.

Graduate Attributes

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

3 Assessment 3: Online Quiz

Assessment Type
Online Quiz(zes)

Task Description
Assessment 3: Online Quiz
This assessment item involves an online quiz. The primary purpose of this assessment item is to help you identify the risks and commercial negotiation strategies associated with contract and procurement management.
The secondary purpose of this assessment is to give you the opportunity to enhance your analysis and critical thinking skills.

- The quiz will consist of a series of various questions
- The quiz will cover the content for all lectures, tutorials & readings
- The quiz will close on **Monday 15th February 2021** (Review/Exam Week)
- The quiz will be open for 24 hours
- The quiz duration is 30 minutes

Number of Quizzes
1

Frequency of Quizzes
Other

Assessment Due Date

The quiz must be completed within its allocated time frame.

Return Date to Students

This assignment will be marked by the Moodle computer program upon submission.

Weighting
10%

Assessment Criteria

- There will be randomly selected questions from a pool of questions from the related topics.
- You can attempt the quiz at any location provided you have access to Moodle and a good internet connection.
- Make sure you use a reliable internet connection for each attempt.
- You have only **ONE** attempt
- You will have thirty (30) minutes to attempt the quiz

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
Online Submission

Learning Outcomes Assessed

- Analyse different commercial negotiation strategies and demonstrate an ability to creatively negotiate project plans, conflicts, delays, and incentives in commercial projects
- Employ risk management planning and identification and assess the risk encountered over the procurement process
- Negotiate and analyse the principles of tendering, pricing and awarding techniques and to utilise the negotiation approaches in commercial contracts

Graduate Attributes

- Knowledge
- Cognitive, technical and creative skills
- 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