MANAGING MAJOR PROJECTS: THE CROSS-BOUNDARY PROJECT EXECUTIVE

BUSN-8062

Semester 1 2016  6 Units  In Person Delivery  Modified 09/02/2016

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DESCRIPTION

The course is designed to introduce students to advanced management topics relevant to executing
major projects. The aim of this course is to provide a grounded understanding of key aspects of successful project management practices in the context of a global economy and increased organisational complexity.

**Requisites**

Practical experience with projects or previous project management studies could be advantageous.

**LEARNING OUTCOMES**

Upon successful completion of the requirements for this course, students will be able to:

1. Understand the role of the project managers in the execution of major projects.
2. Work together with others in a “project team”.
3. Learn about three key process of project execution.
4. Develop critical uncertainty management skills.
5. Develop critical conflict management skills.
6. Develop communication skill for executives.
7. Show competence in giving formal and informal oral presentations.
8. Show competence in researching a project management topic.
9. Have an understanding of high quality project management practice and research.

**SCHEDULE**

**Research-Led Teaching**

The lectures will include a number of Program Managers who have run major projects within the Australian Government environment. Sessions will allow students to ask questions and explore the realities of delivering a major project.

**Staff Feedback**

Last year a student survey was conducted to elicit feedback about the course. 27 students responded and, as a result, additional emphasis will be given to the modules on

- Risk Management
- Managing Teams
- Outsourcing

There will also be more guest speakers than last year.

<table>
<thead>
<tr>
<th>Week</th>
<th>Week beginning</th>
<th>Topic</th>
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</table>
| 1    | 15 Feb         | Introduction to the Course  
Modern Project Management - Major Projects/Programmes |
<table>
<thead>
<tr>
<th>Week</th>
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<th>Topic</th>
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</thead>
</table>
| 2    | 25 Feb        | Projects and Organisations  
The driving forces for maturity, Alignment of Projects with Organization Strategy, Organization: Structure and Culture |
| 3    | 29 Mar        | Project Definition and Estimation  
Defining and Planning the Project, The Challenge of Estimating Project Times and Costs  
*Team formation for Project Assignment* |
| 4    | 7 Mar         | Risk Management in Uncertain Environments  
Managing Risk a framework for active risk management, Relevant articles from the literature (course’s website). |
| 5    | 14 Mar        | Effective Leadership in Major Projects  
Being an Effective Project Manager, Transformational Leadership |
| 6    | 21 Mar        | Mid-semester exam (at scheduled seminar time)  
*In tutorial sessions teams will discuss their project assignments and report on progress and outcomes.* |
| 7    | 28 Mar        | Managing Project Teams  
Team leadership and team types |
|      |               | **Mid-semester teaching break – Monday 7 April to Friday 18 April** |
| 8    | 18 Apr        | Effective Inter-firm Collaborations  
Partnering: Managing Inter-organisational Relations, The economic value of trust |
| 9    | 25 Apr        | Cross-boundary Projects  
International Projects – Metateams, Management and governance |
| 10   | 2 May         | Communication Issues: Technology and Psychology  
Communication across multiple boundaries  
The cost of communicative events and the cost of ineffective communication |
| 11   | 9 May         | Conflict and Conflict Management  
Interrelation of conflict management, trust, and cost outcomes.  
Progress and Performance Measurement and Evaluation |
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<tr>
<th>Week</th>
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<th>Topic</th>
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</table>
| 12   | 16 May       | Project Execution  
Behavioural Excellence in Execution, Developing a Project Plan,  
Scheduling Resources, Cross-organisational resource management. |
| 13   | 23 May       | Course Review  
Review and Conclusion  
Q&A about the final exam |

**MATERIALS**

**Reading Lists**


Other reading material will be provided by the lecturer, as and when required.

**ASSESSMENT OVERVIEW**

**Summary**

<table>
<thead>
<tr>
<th>Type</th>
<th>Weight</th>
<th>Learning Outcome</th>
<th>Notes</th>
</tr>
</thead>
</table>
| Seminar and tutorial participation | 5%     | 1,2,3,4,5,6,7,8 & 9. | Work on cases, exercises and participate in discussions  
Due Date: Every week |
| Mid-semester exam             | 15%    | 1,2,3 & 4.       | Multiple choice and short answer questions  
Date: TBC - During Mid Semester Exam Period |
| Project Assignment            | 25%    | 2,6,8 and 9.     | Group work:  
Research report on topic provided  
Due Date: Week 9, Monday 28 April |
<table>
<thead>
<tr>
<th>Type</th>
<th>Weight</th>
<th>Learning Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Presentation</td>
<td>5%</td>
<td>6,7 &amp; 9.</td>
<td>Group work:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Present research report</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Due date: Weeks 10-13</td>
</tr>
<tr>
<td>Examination</td>
<td>50%</td>
<td>1,2,3,4,5,6,7,8  &amp; 9.</td>
<td>Short answer and case studies</td>
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<td></td>
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<td>Date: End of Semester Exam Period</td>
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**Note**

Specific requirements for each assessment item will be place on Wattle

**Grading Scale**

According to the ANU policy on assessment (https://policies.anu.edu.au/ppl/document/ANUP_004603), the standards that apply to High Distinction, Distinction, Credit and Pass in all coursework courses are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Notes</th>
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<tbody>
<tr>
<td>HD</td>
<td>80-100%</td>
<td>Work of exceptional quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>D</td>
<td>70-79%</td>
<td>Work of superior quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>C</td>
<td>60-69%</td>
<td>Work of good quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>P</td>
<td>50-59%</td>
<td>Work of satisfactory quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
<tr>
<td>N</td>
<td>0-49%</td>
<td>Work in which the attainment of learning outcomes at or above the relevant qualification level has not been demonstrated</td>
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**ASSESSMENT ITEMS**
Major Assignment

By the end of week 3 teams will be formed to work on the major assignment. The topics will also be allocated by that week. The assignment requires research on a project management topic (to be given to the teams) and will require a substantial report and also a team presentation. Group work is a critical skill in project management, thus this assignment is a very important part of the course, not just for the necessary academic learning but also for the practice of teamwork. Detailed instructions regarding this assignment will be given during the seminars and tutorials. The assignment has two parts: a written report (25% of total marks) and an oral presentation (5% of total marks).

Online Submission: In cases where assessment material is digitally produced, the default form of submission should be online, using Wattle. Assignments are submitted using the course Wattle site. Submitted assignments must include the cover sheet provided on Wattle. Please keep a copy of the assignment for your records.

Non-submission of an assignment will grant you an automatic fail and preclude you from qualifying for further examination.

COURSE EXPECTATIONS

Announcements

Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

Tutorial and/or Seminar registration

Tutorial and/or Seminar registration is done through the course Wattle page. Detailed information about sign-up times will be provided on Wattle or during the first lecture by the course convener.

When tutorials/seminars are available for enrolment:

1. Log-on to Wattle, and go to the course site.
2. Click on "Tutorial sign-up here" link
3. On the right of the screen, click "Become Member of ..." for the tutorial/seminar class you wish to enrol in.
4. Confirm your choice.

If you need to change your enrolment, click on the tab "Leave group..." and then re-enrol in another group.

You will not be able to enrol in groups that have reached their maximum number.

Please note that your enrolment in ISIS must be finalised for you to have Wattle access.
Extensions and penalties


You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for special consideration.

Late submission of assessment tasks without an extension are penalised at the rate of 5% of the possible marks available per working day or part thereof. Late submission of assessment tasks is not accepted 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

If a course convener determines that late submission of assessment tasks is not accepted for a coursework course, this information is included in the course outline.

Special consideration for assessments

Students who are unable to submit their assessment by the due date may be eligible for an extension if supported by an Application for Special Consideration.

Information on special assessment consideration can be found at: http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration.

Special Consideration applications must be completed before the due date of the affected assessment. In exceptional circumstances applications for an extension may be accepted up to three working days after the due date of the affected assessment.

The application must include all supporting documentation and include a copy of as much of the assignment as has been completed by the due time and date.

Special consideration applications must be submitted online at special.consideration@anu.edu.au (cdn-cgi/l/email-protection#a3d0d3c6c0ac2cf8d0cccd0cac7c6d1c2d7caccde3c2cdd686dc6c7d686dc2d6). You will be notified by your lecturer if an extension has been approved.

Identify your Assignment with your Student Number only

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

Resubmission of assignments

You are allowed to resubmit your assignments before the specific deadlines. Any submission done after the deadline will be considered as a late submission and the above
listed penalty conditions will apply.

**Returning assignments**

All assignments will be marked and where appropriate feedback will be provided either:

- in class, or
- in person by appointment with the course lecturer, or
- via the course Wattle site.

**Referencing requirements**

See any specific requirements under Assessment Items.

The Harvard or Oxford referencing styles are to be used. Links to documentation on proper referencing methods are available on the course website or from the Academic Skills website: https://academicskills.anu.edu.au/resources/handouts/referencing-basics

(Ahttps://academicskills.anu.edu.au/resources/handouts/referencing-basics)

**Deferred examinations**

A deferred examination is the sitting of an examination at a time other than the scheduled time/date.

Wherever possible a student should sit their examination at the prescribed time, and if necessary apply for special assessment consideration (http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration) for the marking of the examination. To apply for a deferred examination:

- Complete the form at http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations
- Scan and attach all supporting documentation
- Email to examinations.officer@anu.edu.au (mailto:examinations.officer@anu.edu.au)
- Submit completed application no later than three working days after the scheduled examination.

Decisions on applications relating to final examinations are made by the Examinations Office.

After receiving notification that a deferred examination has been granted, it is the responsibility of the student to confirm the date/time/location for that examination with the relevant ANU College or School.

**Finalisation of Marks and Grades**

Your final mark for the course will be based on the raw marks allocated for each of your
assessment items. However, your final mark may not be the same number as produce by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.

Use of Assignments as exemplars and grade moderation

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

ANU POLICIES

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University's academic standards, and implement them. You can find the University's education policies and an explanatory glossary at: http://policies.anu.edu.au/ (http://policies.anu.edu.au/)

Key policies include:

- Code of Practice for Student Academic Integrity
- Student Assessment (Coursework) Policy and Procedure
- Undergraduate Award Rules
- Graduate Award Rules
- Student Surveys and Evaluations Policy

Academic Integrity

Students are expected to have read the ANU's Code of Practice for Student Academic Integrity before the commencement of their course. (https://policies.anu.edu.au/ppl/document/ANUP_000392)

The following is an extract from the Code of Practice for Student Academic Integrity:

Any work by a student of the Australian National University must be work:

- that is original
- that is produced for the purposes of a particular assessment task
- that gives appropriate acknowledgement of the ideas, scholarship and intellectual property of others insofar as these have been used.

It is the responsibility of each individual student to ensure that:

- they are familiar with the expectations for academic integrity both in general, and in the specific context of particular disciplines or courses
- work submitted for assessment is genuine and original
- appropriate acknowledgement and citation is given to the work of others
- they declare their understanding of and compliance with the principles of academic integrity on appropriate pro formas and cover sheets as required by
the academic area, or by a statement prefacing or attached to a thesis
• they do not knowingly assist other students in academically dishonest practice.

All breaches, careless or deliberate, are addressed. Careless breaches are addressed through academic penalties, such as deduction of marks and resubmission. Deliberate breaches are subject to action under the Discipline Rules of the ANU (http://about.anu.edu.au/__documents/rules/disciplinerules.pdf).

Penalties for a deliberate breach may include failing the piece of work involved, failing the course, or having candidature terminated.

Further information can be found at http://academichonesty.anu.edu.au/ (http://academichonesty.anu.edu.au/)

Assessment Requirements
Where possible, assessment items are submitted online through Turnitin. The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University's approach to managing Academic Integrity.

For additional information regarding Turnitin please visit the ANU Online website (http://online.anu.edu.au/help_support/turnitin (http://online.anu.edu.au/help_support/turnitin)).

Student Feedback
ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.


Student Support Services
Students experiencing academic or personal problems are welcome to discuss these with any member of the Faculty or to utilise the ANU’s student support services links to which can be found at http://students.anu.edu.au/ (http://students.anu.edu.au/), including:

• the Counselling Centre at http://counselling.anu.edu.au/
Library

- Information about the library can be found at http://anulib.anu.edu.au
- Opening hours can be accessed at http://anulib.anu.edu.au/using-the-library/opening-hours/
- For free training in information skills and computer skills see http://anulib.anu.edu.au/research-learn