PMGT1850
Introduction & Welcome

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School of Project Management
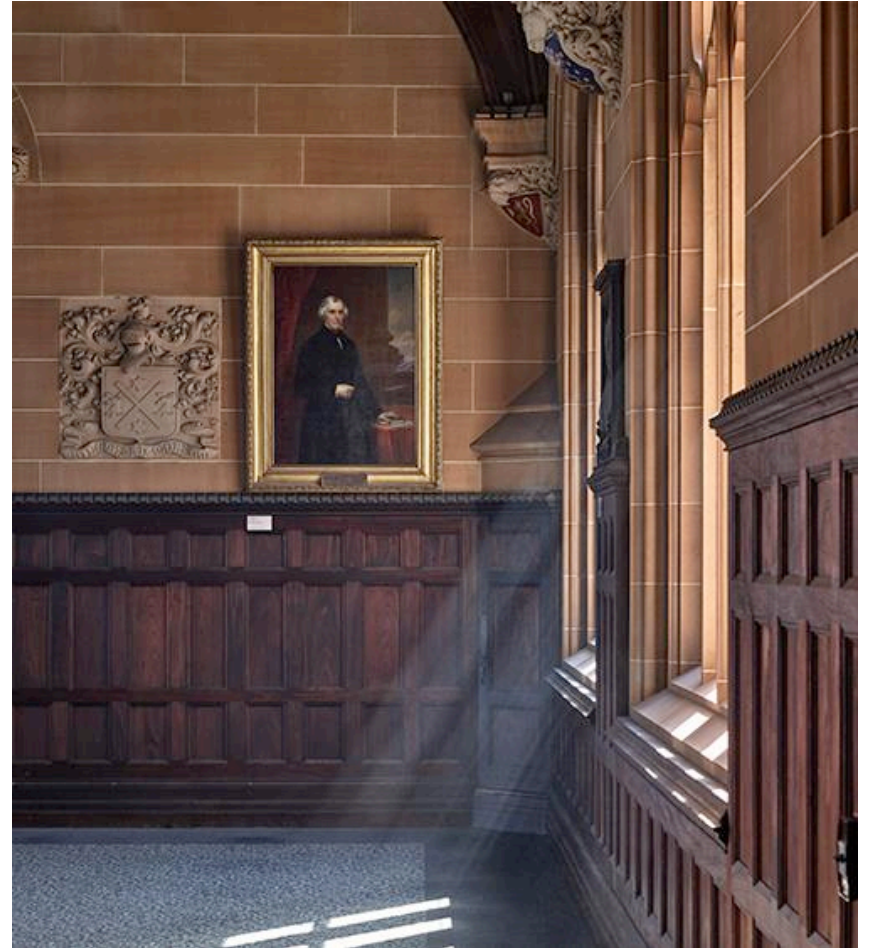
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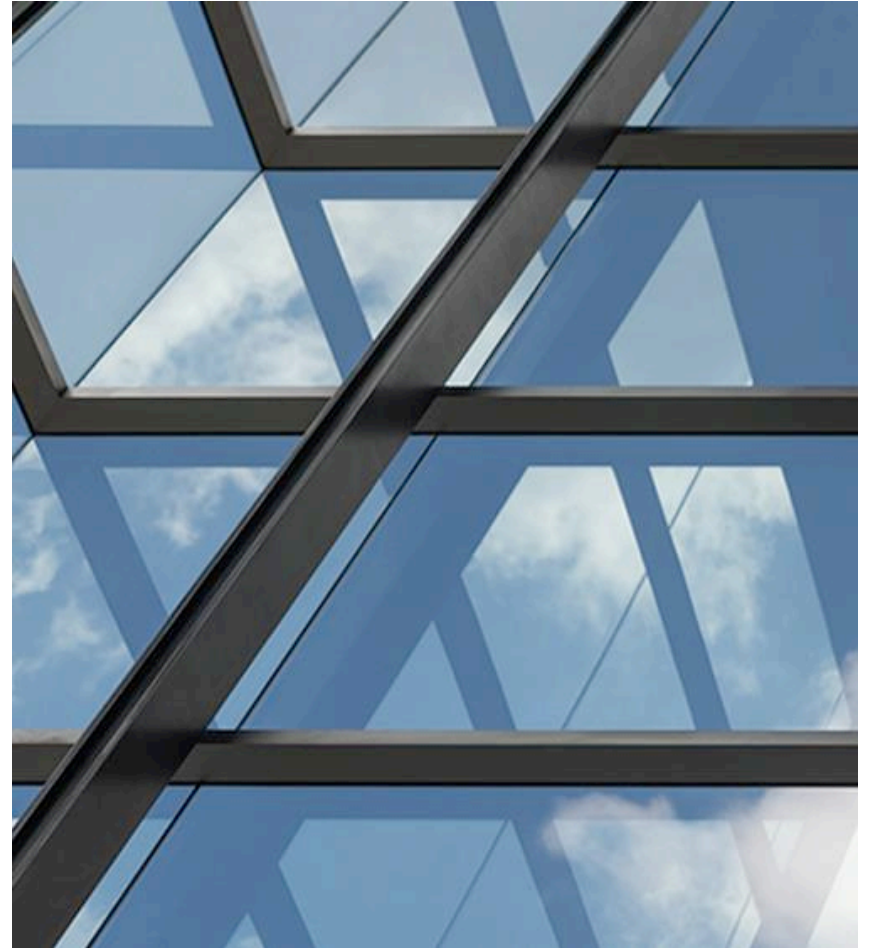SYDNEY
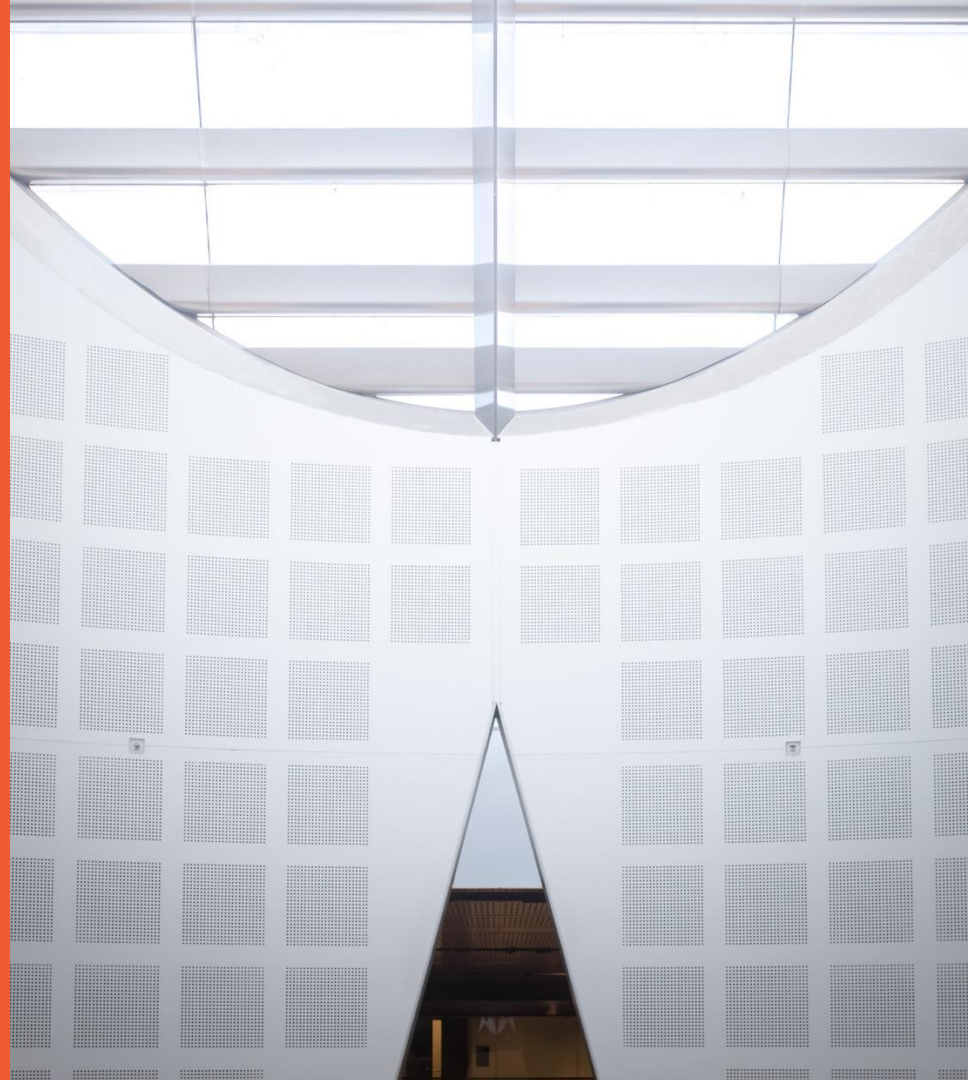
Acknowledgement of Country

We acknowledge and pay respect to the traditional owners of the land on which we meet: the Gadigal people of the Eora nation. It is upon their ancestral lands that the University of Sydney is built.

Activity 1: My Journey

A bit about you & your journey in PM studies

Activity 2: Projects & Management of Projects

A project is…

Project definition

– A **project** is a temporary organisation established by a project principal to solve a unique task within a specified time frame that is intended to create future value (Clegg, Skyttermoen & Vagaasaar, 2024).

PM & Home of Project Wellbeing

Project Management is the integration and application of many skills, areas of knowledge and processes in a way that facilitates a better project delivery and outcome.

Projects as Intervention

- Sustainability

- Natural resources

- Positive/negative impact on people and places

- Consideration for past, present & future

Projects as interventions

Jennifer Whyte, Lara Mottee

John Grill Institute for Project Leadership, School of Project Management, University of Sydney, Sydney, Australia

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Highlights

- Conceives of a project as an intervention into nature.

- Shifts the mindset away from seeing projects as solely social or technological.

- Focuses on the development of infrastructure projects as an example.

- Brings into view alternative forms of future making for uncertain futures.

- Provides a call to action for scholarship.

Abstract

The project scholarship community needs to revisit how it conceptualizes a 'project' to understand it as an intervention into nature: intervening in both existing situations and uncertain futures. Taking a post-rationalistic approach to the future, in this essay we set out how we conceive of projects as interventions, and the important implications of this for practice and scholarship. While there are promising recent developments, there is also an urgency to further shift the mindset away from conceiving of projects as solely a social or technological endeavour, with success measured in terms of cost, quality and schedule; toward a broader outcome focus, with concern for both the natural resources used and the positive and negative impacts on places and people across time. This has implications for the skills needed by practitioners and their training, for the kind of projects that are conceived and delivered, and for our scholarship community and its agendas for further research.

The Project Economy has arrived

Summary. By 2027, some 88 million people around the world are likely to be working in project management, and the value of project-oriented economic activity will have reached $20 trillion.

But research shows that only 35% of the projects undertaken worldwide are successful—which means we're wasting an extravagant amount of time, money, and opportunity.

To take advantage of the new project economy, companies need a new approach to project management: They must adopt a project-driven organizational structure, ensure that executives have the capabilities to effectively sponsor projects, and train managers in modern project management.

Nieto-Rodriguez, A., 2021. The project economy has arrived. Harvard Business Review, 99(6), 38-45. Harvard Business Review 99, 38–45.

Activity 3: Unit of Study Outline

Discuss in groups:

1. What are the learning outcomes for PMGT1850?

2. What are the major assessment tasks?

3. When are online submissions due and what are the associated late penalties?

4. When is your first assignment due? Second?

5. What about textbooks?

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Activity 4: Class Charter

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A Note on Teaching Format

– Blended Learning: Canvas + Facilitated Workshop
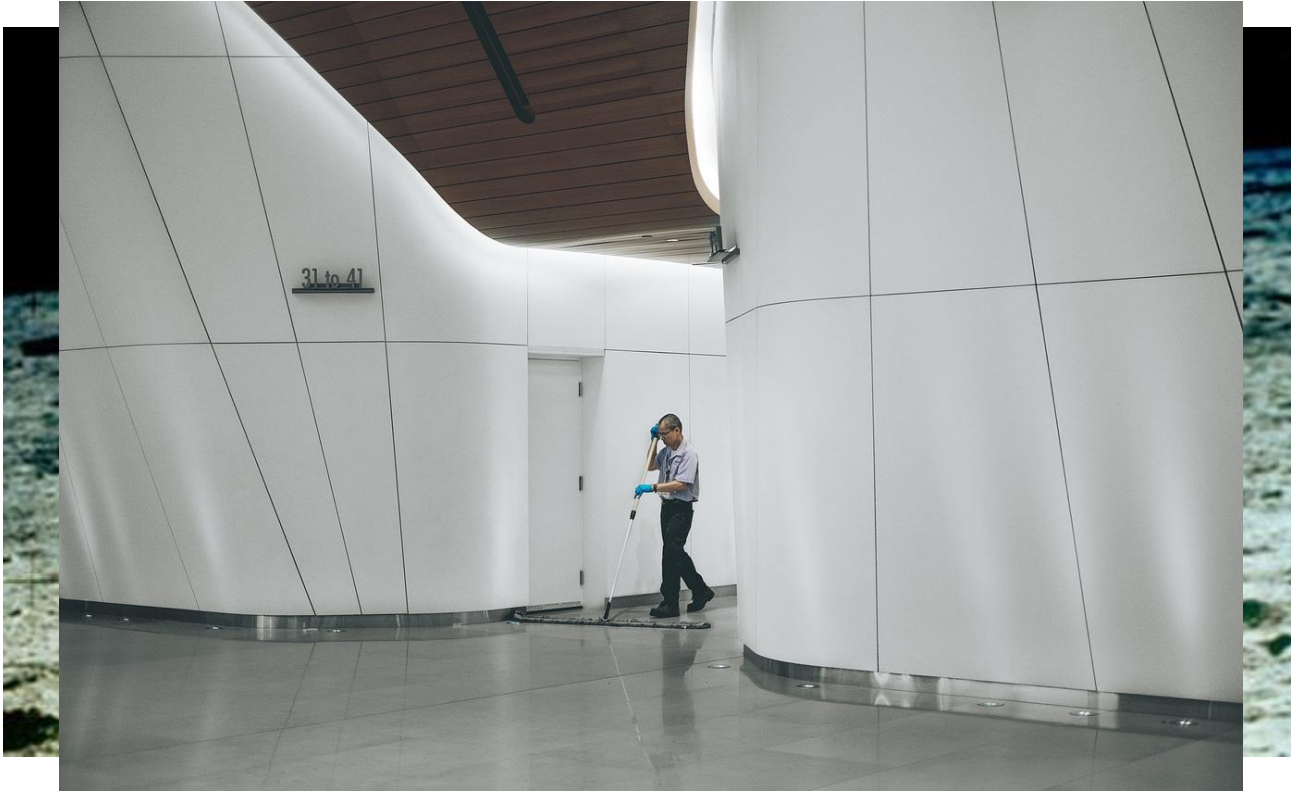
Who is here to get a degree?

Who is here to get an education?

Your mindset matters!

Attitude→ Thought → Behaviour → Impact

Mindset matters…

Activity 5: What is the PM Industry like?

PM Industry

1. Spend some time doing a google search for the keywords "Project Management Industry" or "Industries that need Project Manager"

2. Search, download and read the "PM Salary Guide" report from PMI.

3. Can you tell us which country offers the highest salary?
    1. How does Australia compare?
    2. What is the top industry with highest spending on projects?

Notes from Orientation week

Degree planners, advisor contacts, PM Society, etc.

Download Orientation Day slides from the PM Student Portal on Canvas.

There is a wealth of useful information to help you succeed in your degree.

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BPM Tracker Sample (tinyurl.com/bpm-tracker)

Block/Type	Sem offered	Unit of Study	CP	Semester	Unit Code	CP	Semester	Unit Code	CP	Comments
	DO NOT ALTER ANY OF THE BELOW				FILL IN UNITS COMPLETED			FILL IN UNITS TO BE COMPLETED		
	Table S - Any other major (2019 onwards)				Student SID/unikey:					
	Total Credit Point required		144		Total CP completed	0		Total CP to complete	0	
Block/Type	Sem offered	Unit of Study	CP	Semester	Unit Code	CP	Semester	Unit Code	CP	Comments
	Year 1				Year 1 - Semester 1			Year 1 - Semester 1		
Table S Major	1	Table S Major	6							
BPM Core	1	ENGG1860: Project Initiative & Scope	6							
BPM Core	1	ENGG1863: Effective Project Communication	6							
BPM Core	1	ENGG1850: Introduction to Project Management	6							
					Year 1 - Semester 2			Year 1 - Semester 2		
Table S Major	2	Table S Major	6							
BPM Core	2	PMGT1711: Systems Thinking in Projects	6							
BPM Core	2	PMGT1852: Facilitation and Stakeholder Engagement	6							
BPM Core	2	ENGG1865: Project Time, Cost and Resources	6							
	Year 2				Year 2 - Semester 1			Year 2 - Semester 1		
Table S Major	1	Table S Major	6							
BPM Core	1	PMGT2711: Critical Thinking for Projects	6							
BPM Core	1	ENGG2851: Project Analytics	6							
BPM Core	1	ENGG2855: Project Acceptance	6							
					Year 2 - Semester 2			Year 2 - Semester 2		
Table S Major	2	Table S Major	6							
BPM Core	2	PMGT2822: Reframing Projects	6							
BPM Core	2	PMGT2821: Project Conflict Management	6							
BPM Core	2	PMGT2854: Executing Projects	6							
	Year 3				Year 3 - Semester 1			Year 3 - Semester 1		
Table S Major	1	Table S Major	6							
Table S Major	1	Table S Major	6							
BPM Electives	1	BPM Electives	6							
BPM Core	1	PMGT3858: Adapting to Project Context	6							
					Year 3 - Semester 2			Year 3 - Semester 2		
Table S Major	2	Table S Major	6							
Table S Major	2	Table S Major	6							
BPM Electives	2	BPM Electives	6							
BPM Core	2	ENGG3854: Legal Aspects of Projects	6							

What is academic dishonesty?

The following are some behaviours that are academically dishonest:

- **Plagiarism** (this is the most common form)
- **Collusion** or illegitimate co-operation
- **Recycling** (using your own work from previous assessments)
- **Cheating**, including **contract cheating**
  - sharing questions or accessing solutions on online "help sites"
  - receiving coaching from a private tutoring company on how to complete an assignment
  - asking someone else to write your assignment (for payment or not)
- **Exam cheating** (using prohibited materials, working with others)
- **Fabrication** or falsification of sources, data or results

Introduction

Project management is a practice that can be found everywhere. Project management does not belong to any specific domain or a field. It is a universal practice with a few basic concepts and objectives.

Regardless of the size of the activities or effort, every 'project' requires project management.

There are many variations of project management that have been customized for different domains. Although the basic principles are the same among these variations, there are unique features that address unique problems and conditions specific to each domain.

There are two main types of project management:

- Classical Project management
- Modern Project management

The classical project management uses orthodox methods and techniques in the management process. These methods and techniques have evolved over decades and are applicable for most of the domains. But for some domains, such as software development, traditional project management is not a 100% fit.

Therefore, there have been a few modern project management practices introduced to address shortcomings of the traditional method. Agile and Scrum are two such modern management methods. (Management Concepts Website)

Definition of Classical Project Management

First of all, having an idea of the project management definition is required when it comes discussing Classical project management. The following is a definition for Classical management.
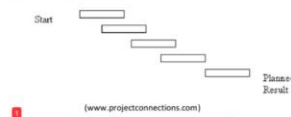
PMBOK defines the Classical project management as *"a set of techniques and tools that applied to an activity that seeks an end product, outcomes or a service"*.

Classical project management has everything required for managing and successfully executing project like this. Since this type of project does not require any customizations, modern management methods are not required.

The company can hire or use an existing project manager to manage the upgrade project manager will plan the entire project, derive a schedule, and indicate the required res The cost will be elaborated to higher management, so everyone knows what to expect project. Usually, a competent project manager knows what processes and artefacts are req order to execute a project. There will be frequent updates coming from the project manag stakeholders.

In addition to the regular project activities, project managers will attend to risk management as well. If certain risks have an impact on the business processes, the project manager will suggest suitable mitigation criteria. (Management Concepts Website)

A Classical project looks something like this.

Start

Planned Result

(www.projectconnections.com)

Advantages of Classical Project Management Method

Most of the advantages of classical project management method mentioned here meet the expectations of the stakeholders.

Differences between Classical and Modern Project Management

Comparisons between classical project management and modern project management from the four perspectives of planning, leading, organisation and controlling are explained below.

Skill	Classical Project Management	Modern Project Management
Project Goals	getting the job done on time, on budget within requirements	getting business results, meeting multiple criteria
Project Planning	collection of activities that need to executed as planned, in order to be on time, within budget, and having achieved performance goals	an organisation/process to achieve expected goals and business results
Planning	plan once only at the project initiation	plan at outset and re-plan when required
Managerial approach	rigid, focused on initial plan	flexible, changing, adaptive
Project work	predictable, linear, certain, simple	unpredictable, non-linear, complex
Environmental effect	minimal, detached, once project lunched	affects the project throughout its execution
Project control	identify deviations from planning and get back on track	identify changes in the environment and adapt plans accordingly
Distinction	all projects are the same	project differ
Managements style	one size fits all	adaptive approach; one size does not fit all

(Tryon, C. A. 2008)

Conclusion

Classical project management is a project management approach that will work for most domains and environments. This approach uses orthodox tools and techniques for management and solving problems.

These tools and techniques have been proven for decades, so the outcome of such tools and techniques can be accurately predicted.

When it comes to special environments and conditions, one should move away from traditional project management approach and should look into modern project methods that have been specifically developed for such environments and conditions. (Management Concepts Website)

Critical Analysis Essay

ORIGINALITY REPORT

85%	43%	7%	84%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1. Submitted to University of Technology, Sydney
Student Paper — 39%

2. www.tutorialspoint.com
Internet Source — 31%

3. www.reinventingprojectmanagement.com
Internet Source — 8%

4. studyassist.gov.au
Internet Source — 2%

5. tpmg.ir
Internet Source — 2%

6. Submitted to Whitireia Community Polytechnic
Student Paper — 2%

7. Submitted to University of Sydney
Student Paper — 1%

8. Aaron J. Shenhar. "Unleashing the Power of Project Management.", Industrial Management/00198471, 20080101
Publication — <1%

What are the consequences?

- The University has strong mechanisms for detection of potential academic dishonesty.

- Suspected breaches are reported to the faculty educational integrity team for investigation.

- The University is deeply committed to ensuring the integrity of its educational programs and treats integrity breaches seriously. As a result, the **academic consequences** for cheating are numerous.

- You may:

    - need to resubmit a task with a mark penalty or

    - receive a 0 for the assessment or even the unit of study

    - be suspended or even excluded from your studies for serious misconduct