UNSW Course Outline

AGSM9101 Project Management (WEB Weekly) - 2024

Published on the 27 Nov 2023

General Course Information

Course Code : AGSM9101
Year : 2024
Term : Term 1
Teaching Period : T1
Is a multi-term course? : No
Faculty : UNSW Business School
Academic Unit : AGSM MBA Programs
Delivery Mode : Online
Delivery Format : Standard
Delivery Location : Online - Asynchronous
Campus : Sydney
Study Level : Postgraduate
Units of Credit : 6

Useful Links

Handbook Class Timetable

Course Details & Outcomes

Course Description

NOTE:*This course was previously identified as MBAX9101.*

With the billions being invested in projects around the world, there is a burgeoning need to

develop both individual and organisational project-management capabilities. Organisations are no longer debating whether there is value in adopting project management. The question now is how to develop their project-management capabilities in the most efficient, value-producing manner, and how to turn effective project management into key competitive advantage.

Project [noun] a piece of planned work or an activity that is finished over a period of time and intended to achieve a particular purpose *(Cambridge English Dictionary,* n.d.).

Projects are the means by which organisations implement their strategy.

They are ubiquitous across industry and domain: as a manager or leader in any modern organisation, you will be directly involved in projects - as a team member, a project or program manager, a subject-matter expert, a sponsor or owner, or as a client.

As your career progresses, you can expect to face increasingly complex challenges in dealing with larger projects, more demanding stakeholders, tighter constraints on human, financial and other resources, and a rapidly changing environment. You will be expected to improve the efficiency, productivity and performance of your teams, and determine which projects and initiatives will best deliver the organisation's mandate.

An increasing number of organisations are 'projectising' routine work to gain the benefits of project management. At the same time, agile and flexible work practices are blurring the distinction between project and operational work. At the other end of the scale, the increasing number of complex projects and megaprojects require more rigorous approaches to both managing and governing an organisation's project portfolio.

This course provides an introduction to the rapidly growing world of project, program and portfolio management (PPPM or 3PM). The course materials address various themes around managing projects in modern organisations, and take you through key processes that contribute to the successful delivery of a project. We start with an introduction to project management, and follow with requisite project-management methodologies and skills, management of the stakeholders and individuals assigned to project teams, project planning and project communications, project execution and control, and project closure. Woven through each weekly unit are the attributes of responsible leadership underpinning sustainable future organisations.

However, we can only scratch the surface of what is an ever-expanding field of study. Every project is, by definition, unique: there is no one-size-fits-all approach to project management. While we present a simple framework for project management, and assessments and a

simulation against which to apply it, our real objective is to challenge your thinking about project management, and how it can be exploited to deliver value to your organisations and stakeholders.

Whether you contribute to projects, manage multiple small projects or a single large one, or are responsible for a project portfolio or a team of project managers, we trust you will find this course challenges your thinking and equips you to improve your own and your organisation's project delivery capabilities.

Relationship to Other Courses

This course can be taken early in your degree program, and will help you develop a range of skills such as managing project teams and stakeholders, developing and managing project schedules and budgets, and assessing and responding to risk. Not only will the skills be helpful as a complement to other courses in the program, but also in helping you successfully undertake your studies as a series of projects.

Course Learning Outcomes

Course Learning Outcomes	Program learning outcomes
CLO1 : Select and apply fit-for-purpose project-management tools and techniques to manage a project through its entire life cycle.	• PLO1 : Business Knowledge
CLO2 : Discuss the value of, and challenges and constraints in, utilising project management in the modern business environment.	• PLO2 : Problem Solving
CLO3 : Make recommendations on how best to select, structure and resource projects for success.	• PLO2 : Problem Solving
CLO4 : Identify and apply 'lesson learned' from past projects and apply them to future projects.	• PLO2 : Problem Solving
CLO5 : Assess the impact of risk and uncertainty in a project, and recommend alternative courses of action.	• PLO2 : Problem Solving
CLO6 : Provide constructive feedback to improve team-members' performance.	• PLO3 : Business Communication
CLO7 : Demonstrate team-leadership and communication skills to achieve project outcomes.	• PLO4 : Teamwork
CLO8 : Demonstrate tolerance and acceptance of the diversity of people and skills in any project.	• PLO6 : Global and Cultural Competence
CLO9 : Analyse and evaluate your own and your team's performance in achieving project outcomes.	• PLO4 : Teamwork
CLO10 : Consider ethical dilemmas project managers face, and evaluate alternative courses of action.	• PLO5 : Responsible Business Practice
CLO11 : Assess the role and responsibilities of a project manager in different types of projects.	• PLO7 : Leadership Development

Course Learning Outcomes	Assessment Item
CLO1 : Select and apply fit-for-purpose project-management tools and techniques to manage a project through its entire life cycle.	• Assessment 1: Report • Assessment 2 Part A: Project management plan • Assessment 2 Part B: Status reports • Assessment 2 Part C: Presentation • Assessment 2 Part D: Individual reflective report • Assessment 3: Participation
CLO2 : Discuss the value of, and challenges and constraints in, utilising project management in the modern business environment.	• Assessment 1: Report • Assessment 2 Part D: Individual reflective report • Assessment 3: Participation
CLO3 : Make recommendations on how best to select, structure and resource projects for success.	• Assessment 2 Part A: Project management plan • Assessment 2 Part C: Presentation • Assessment 1: Report • Assessment 2 Part D: Individual reflective report • Assessment 3: Participation
CLO4 : Identify and apply 'lesson learned' from past projects and apply them to future projects.	• Assessment 2 Part A: Project management plan • Assessment 1: Report • Assessment 2 Part D: Individual reflective report • Assessment 3: Participation
CLO5 : Assess the impact of risk and uncertainty in a project, and recommend alternative courses of action.	• Assessment 2 Part A: Project management plan • Assessment 1: Report • Assessment 2 Part D: Individual reflective report • Assessment 3: Participation
CLO6 : Provide constructive feedback to improve team-members' performance.	• Assessment 2 Part B: Status reports • Assessment 2 Part D: Individual reflective report
CLO7 : Demonstrate team-leadership and communication skills to achieve project outcomes.	• Assessment 2 Part B: Status reports • Assessment 2 Part C: Presentation • Assessment 2 Part A: Project management plan
CLO8 : Demonstrate tolerance and acceptance of the diversity of people and skills in any project.	• Assessment 3: Participation • Assessment 2 Part D: Individual reflective report
CLO9 : Analyse and evaluate your own and your team's performance in achieving project outcomes.	• Assessment 2 Part B: Status reports • Assessment 2 Part D: Individual reflective report
CLO10 : Consider ethical dilemmas project managers face, and evaluate alternative courses of action.	• Assessment 2 Part C: Presentation • Assessment 2 Part A: Project management plan • Assessment 3: Participation

	• Assessment 2 Part D: Individual reflective report
CLO11 : Assess the role and responsibilities of a project manager in different types of projects.	• Assessment 2 Part B: Status reports • Assessment 3: Participation • Assessment 2 Part D: Individual reflective report

Learning and Teaching Technologies

Moodle - Learning Management System

Learning and Teaching in this course

The course is designed to be very practical. The Unit materials address core theoretical concepts and provide practical exercises to illustrate understanding of specific concepts and tools. These are supplemented by weekly online/classroom discussions through which broader themes can be explored.

The assessments test your understanding of the concepts, but also require you to demonstrate your ability to practically apply the principles of project management.

The best way of learning project management is to do it. This course includes practical project-management application as a core part of the delivery and assessment criteria. The extensive use of case discussion, project-management exercises and the delivery of a group project will provide you with a practical context within which to apply the skills and techniques covered.

One such activity will be Harvard's *Project Management Simulation: Scope, Resources, Schedule V3,* in which you will be required to undertake several iterations of a product development project, reflect on that experience, and incorporate your findings into the final assessment activity. A debriefing webinar will present feedback on the simulation results (the webinar will be recorded for those not able to attend in person).

The second practical application is the completion of a group project. In this project, you will be assessed on both the content and the project-management process used to produce the content.

Additional Course Information

Structure

Unit 1: Introduction to project management introduces you to projects and project management. We define the concepts, terminology and types of projects, and the role they play in a variety of organisations. We will also consider the key challenges in the successful delivery of projects, and introduce common project-management methodologies and a generic life cycle, with its associated artefacts and processes.

Unit 2: Dealing with uncertainty and risk considers the impact of uncertainty and risk on projects. We discuss the overall approach to projects to address uncertainty and introduce a risk-management framework that can help reduce the level of risk on projects.

Unit 3: Setting up projects for success presents the critical success factors required for successful project delivery. We consider a range of environmental and organisational factors (including culture, structure and governance) that underpin success. We also address the need for clear, measurable objectives.

Unit 4: Designing and planning the project addresses key planning concepts in projects, including defining an approach and determining the project scope. We differentiate between agile and predictive approaches and outline the fundamental planning steps of both.

Unit 5: The project plan explores the heart of the technical elements of project management, namely estimating the project, and producing the preliminary project schedule, budget and resourcing plan.

Unit 6: Optimising the project schedule and budget addresses a range of techniques and tools to optimise project schedules and budgets to fit project constraints. We also review techniques such as fast-tracking and crashing projects to accelerate projects.

Unit 7: Managing stakeholders, teams and communications identifies the project manager's interaction with project stakeholders and team members. We consider how to define, engage and influence stakeholders, supported by an effective communication management plan. We also consider the role of team members, and how to effectively lead and motivate high-performance teams.

Unit 8: Project execution and control outlines the fundamental purposes and methods of project control. We assess the use of performance measurement and reporting systems, in particular earned value management and status reports, in analysing progress and predicting future performance. We also address implementation challenges such as scope creep and related control issues.

Unit 9: Project reviews and close-out introduces the project audit and health check to ensure the ongoing viability and health of the project. We then tum to the termination of projects and describe different types of closure and the essential activities underpinning each to close out the project and prepare for benefits realisation. We discuss the need for and content of a final project report and lessons learned, as a driver for improvements in project delivery.

Unit 10: Uplifting project management capability considers a framework against which organisations can uplift their organisational and individual project delivery capabilities, and provides you with an opportunity to reflect on what you have learned in the course and how this can be applied to improve your own management and leadership skills, as well as the project management maturity of your organisation.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates	Program learning outcomes
Assessment 1: Report Assessment Format: Individual	25%	Due Date: Monday of Week 4 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO7 : Leadership Development
Assessment 2 Part A: Project management plan Assessment Format: Group	7%	Due Date: Friday of Week 6 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO4 : Teamwork • PLO5 : Responsible Business Practice
Assessment 2 Part B: Status reports Assessment Format: Group	3%	Due Date: Wednesday of Week 8 and Wednesday of Week 10 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO3 : Business Communication • PLO4 : Teamwork
Assessment 2 Part C: Presentation Assessment Format: Group	20%	Due Date: Week 11 (day and time to be scheduled with Facilitator)	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO4 : Teamwork
Assessment 2 Part D: Individual reflective report Assessment Format: Individual	20%	Due Date: Monday of Week 12 by 3pm Sydney time	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO3 : Business Communication • PLO4 : Teamwork • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence • PLO7 : Leadership Development
Assessment 3: Participation Assessment Format: Individual	25%	Due Date: Assessed throughout	• PLO1 : Business Knowledge • PLO2 : Problem Solving • PLO5 : Responsible Business Practice • PLO6 : Global and Cultural Competence • PLO7 : Leadership Development

Assessment Details
Assessment 1: Report

Assessment Overview

This assesses your application of course concepts and how they apply to the practice of project management using a provided case study.

Course Learning Outcomes

- CLO1 : Select and apply fit-for-purpose project-management tools and techniques to manage a project through its entire life cycle.
- CLO2 : Discuss the value of, and challenges and constraints in, utilising project management in the modern business environment.
- CLO3 : Make recommendations on how best to select, structure and resource projects for success.
- CLO4 : Identify and apply 'lesson learned' from past projects and apply them to future projects.
- CLO5 : Assess the impact of risk and uncertainty in a project, and recommend alternative courses of action.

Assessment Length

Maximum of 2,000 words (excluding appendices)

Assessment 2 Part A: Project management plan

Assessment Overview

Your project management plan should outline how your team will work together to analyse a given case study and prepare a presentation of findings and recommendations to your facilitator.

Course Learning Outcomes

- CLO1 : Select and apply fit-for-purpose project-management tools and techniques to manage a project through its entire life cycle.
- CLO3 : Make recommendations on how best to select, structure and resource projects for success.
- CLO4 : Identify and apply 'lesson learned' from past projects and apply them to future projects.
- CLO5 : Assess the impact of risk and uncertainty in a project, and recommend alternative courses of action.
- CLO7 : Demonstrate team-leadership and communication skills to achieve project outcomes.
- CLO10 : Consider ethical dilemmas project managers face, and evaluate alternative courses of action.

Assessment Length

A 2-5 page project management plan

Assessment 2 Part B: Status reports

Assessment Overview

Your team will submit two project status reports addressing progress, issues and risks.

Course Learning Outcomes

- CLO1 : Select and apply fit-for-purpose project-management tools and techniques to manage a project through its entire life cycle.
- CLO6 : Provide constructive feedback to improve team-members' performance.
- CLO7 : Demonstrate team-leadership and communication skills to achieve project outcomes.
- CLO9 : Analyse and evaluate your own and your team's performance in achieving project outcomes.
- CLO11 : Assess the role and responsibilities of a project manager in different types of projects.

Assessment Length

2 reports of 1-2 pages each

Assessment 2 Part C: Presentation

Assessment Overview

Your team will showcase how you analysed a case and delivered your findings and recommendations.

Course Learning Outcomes

- CLO1 : Select and apply fit-for-purpose project-management tools and techniques to manage a project through its entire life cycle.
- CLO3 : Make recommendations on how best to select, structure and resource projects for success.
- CLO7 : Demonstrate team-leadership and communication skills to achieve project outcomes.
- CLO10 : Consider ethical dilemmas project managers face, and evaluate alternative courses of action.

Assessment Length

A 15-20 minute team presentation (with supporting collateral) and Q&A

Assessment 2 Part D: Individual reflective report

Assessment Overview

You will evaluate the contribution of yourself and each of your team members, and consider key

insights gained as a result of the project's group assignment components.

Course Learning Outcomes

- CLO1 : Select and apply fit-for-purpose project-management tools and techniques to manage a project through its entire life cycle.
- CLO2 : Discuss the value of, and challenges and constraints in, utilising project management in the modern business environment.
- CLO3 : Make recommendations on how best to select, structure and resource projects for success.
- CLO4 : Identify and apply 'lesson learned' from past projects and apply them to future projects.
- CLO5 : Assess the impact of risk and uncertainty in a project, and recommend alternative courses of action.
- CLO6 : Provide constructive feedback to improve team-members' performance.
- CLO8 : Demonstrate tolerance and acceptance of the diversity of people and skills in any project.
- CLO9 : Analyse and evaluate your own and your team's performance in achieving project outcomes.
- CLO10 : Consider ethical dilemmas project managers face, and evaluate alternative courses of action.
- CLO11 : Assess the role and responsibilities of a project manager in different types of projects.

Assessment Length

1,500-2,000 words

Assessment 3: Participation

Assessment Overview

Your participation is assessed through a range of activities.

Course Learning Outcomes

- CLO1 : Select and apply fit-for-purpose project-management tools and techniques to manage a project through its entire life cycle.
- CLO2 : Discuss the value of, and challenges and constraints in, utilising project management in the modern business environment.
- CLO3 : Make recommendations on how best to select, structure and resource projects for success.
- CLO4 : Identify and apply 'lesson learned' from past projects and apply them to future projects.
- CLO5 : Assess the impact of risk and uncertainty in a project, and recommend alternative courses of action.
- CLO8 : Demonstrate tolerance and acceptance of the diversity of people and skills in any project.

- CLO10 : Consider ethical dilemmas project managers face, and evaluate alternative courses of action.
- CLO11 : Assess the role and responsibilities of a project manager in different types of projects.

General Assessment Information

<u>Grading Basis</u>

Standard

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 12 February - 18 February	Topic	Unit 1: Introduction to project management
	Assessment	Assessment 3: Participation
Week 2 : 19 February - 25 February	Topic	Unit 2: Dealing with uncertainty and risk
	Assessment	Assessment 3: Participation
Week 3 : 26 February - 3 March	Topic	Unit 3: Setting up projects for success
	Assessment	Assessment 3: Participation
Week 4 : 4 March - 10 March	Topic	Unit 4: Designing and planning the project
	Assessment	Assessment 1: Report due on Monday by 3pm Sydney time Assessment 3: Participation
Week 5 : 11 March - 17 March	Topic	Unit 5: The project plan
	Other	PM Simulation begins - Kickoff webinar on Monday at 8pm Sydney time (will be recorded for those who cannot attend)
	Assessment	Assessment 3: Participation
Week 6 : 18 March - 24 March	Topic	Unit 6: Optimising the project schedule and budget
	Assessment	Assessment 2 Part A: Project Management Plan due on Friday by 3pm Sydney time Assessment 3: Participation
Week 7 : 25 March - 31 March	Topic	Unit 7: Managing stakeholders, teams and communications
	Other	Simulation debrief webinar on Monday at 8pm Sydney time (will be recorded for those who cannot attend)
	Assessment	Assessment 3: Participation
Week 8 : 1 April - 7 April	Topic	Unit 8: Project execution and control
	Assessment	Assessment 2 Part B: Status Report due on Wednesday by 3pm Sydney time Assessment 3: Participation
Week 9 : 8 April - 14 April	Topic	Unit 9: Project reviews and close-out
	Assessment	Assessment 3: Participation
Week 10 : 15 April - 21 April	Topic	Unit 10: Uplifting project management capability
	Assessment	Assessment 2 Part B: Status Report due on Wednesday by 3pm Sydney time Assessment 3: Participation
Week 11 : 22 April - 28 April	Assessment	Assessment 2 Part C: Presentation due in Week 11 (day and time to be scheduled with Facilitator)
Week 12 : 29 April - 5 May	Assessment	Assessment 2 Part D: Individual Reflective Report due on Monday by 3pm Sydney time

Attendance Requirements

Students must engage in weekly online asynchronous discussion forums and other activities.

There are some optional webinars or drop-in group video calls (recorded for those who cannot

attend).

Course Resources

Prescribed Resources

Course Material

You have three major resources to help you learn:

1. The course materials, comprising the weekly study units with readings, references, insights and commentary. You will do much of your learning outside the classroom by working through the course materials, and by completing the exercises as they arise.
2. Your online or face-to-face classes with your Facilitator. The Facilitator's job is to guide your learning by conducting class discussion, answering questions that might arise after you have done the week's work, providing insights from their practical experience and understanding of theory, providing you with feedback on your assessments, and directing discussions and debates that will occur between you and your co-participants in the classroom.
3. Your fellow students. Your colleagues are an invaluable potential source of learning for you. Their work and life, and their willingness to question and argue with the course materials, the Facilitator and your views, represent a great learning opportunity. They bring much valuable insight to the learning experience.

The course references list provides an extensive range of additional books and articles on project-management topics.

Harvard simulation

During the term you will complete a project management simulation from Harvard Business School. The online simulation is accessed through any web browser. You will receive a link to the simulation one week before the simulation begins, and will be required to complete a free online registration form with Harvard before you can access the simulation.

At the end of the simulation, you will have the option of participating in a one-hour webinar in which the results will be debriefed. The webinar will be recorded for later viewing. The webinar date is provided in the Course Schedule.

Recommended Resources

Recommended textbooks

The course does not require a textbook. However, we do highly recommend one of the following books, which provide more detail on many of the technical concepts we touch on in this course.

Larson, E W & Gray, C F 2021, *Project management: The managerial process*, 8th edn, McGraw-Hill Education.
ISBN: 978-1-260-57043-4

Meredith, J R, Shafer, S M & Mantel, S J 2021, *Project management: A strategic managerial approach,* 11th edn, Wiley.
ISBN: 978-1-119-80383-6

Project-management software (optional)

The course does not require you to purchase project-management software. However, you will be required to manage a group project with a small team, and will need to utilise project tools to this end. As part of the course, we will discuss some of the project management software available to us. We will provide an optional Excel-based tool for the assessment.

You may also wish to utilise a scheduling tool to assist with Unit 6 *Optimising the project schedule and budget*. The recommended tools are:

- MS Project (version 2013 or later; from 2018 trial versions are only available for the [Project Online Professional](#) edition).
- FastTrack (version 10 or later; available on Windows or Mac platform), 21-day free trial available from the [AEC Software website](#); educational licences available).

Course Evaluation and Development

Project Management attracts students with diverse exposure to project management. Both experienced and novice project managers consistently praise the relevance and applicability of the content to their workplace, and comment favourably on the progression of the content, the mix of theory and practical application, the range of discussions and activities, and the level of knowledge, experience and engagement displayed by the facilitators.

One of the most common areas of concern relates to the volume of work required, and the relative weightings of various assessment activities, in proportion to the work required to complete them. This is particularly true of the group assessment, which always attracts both praise and concern from students. Other than normal concerns around group assessments, this one appears daunting because of the high number of deliverables across many weeks of the term, as well as some lack of clarity around which project to focus on in each of the group

assessment deliverables (team focus, versus case-study focus). However, by the end of the term students also appreciate the structured approach to the assessment, which helps the team work systematically towards the end result. Many also find it an unexpectedly rich source of interaction with other students. Given that one of the Program Learning Outcomes is teamwork, and project management is all about working within groups and teams, the group assessment remains a core component of this course.

Other comments relate to the Project Simulation (seen as a very valuable exercise, but lacking clarity around how it fits into the assessment criteria), and challenges around Participation marking across different delivery modes.

Response to student feedback:

As with any project environment, stakeholders have divergent expectations, resulting in often contradictory suggestions of what they would like from the course. Some students would like a course with a more practical focus, resulting in certification through one of the professional project-management associations. Others believe that the focus should be more academic than is currently the case. Some would prefer greater focus on fewer topics; others would prefer a broader coverage of related concepts. Some love the practical nature of the group assessment; others don't.

Finding the right balance of content and delivery in a rapidly changing field is an ongoing challenge, and we are constantly evaluating the course. Our endeavour is to continue offering a comprehensive introduction to what is an indispensable component of modern organisations. We try to balance academic principles with practical tools, and use a variety of delivery mechanisms to ensure that all students can engage with the content in the most optimal way possible. We believe it will continue to be a popular, practical and very relevant course.

The Simulation now sits later in the course, which has helped, and we have attempted to strengthen the link of the simulation tool to the group assessment activity. We are also working to clarify the difference between team focus and case-study focus in the group assessment.

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Facilitator in charge	Jürgen Oschadleus					No	Yes

Other Useful Information

Academic Information

COURSE POLICIES AND SUPPORT

The Business School expects that you are familiar with the contents of this course outline and the UNSW and Business School learning expectations, rules, policies and support services as listed below:

- Program Learning Outcomes
- Academic Integrity and Plagiarism
- Student Responsibilities and Conduct
- Special Consideration
- Protocol for Viewing Final Exam Scripts
- Student Learning Support Services

Further information is provided on the key policies and support page.

Students may not circulate or post online any course materials such as handouts, exams, syllabi or similar resources from their courses without the written permission of their instructor.

STUDENT LEARNING OUTCOMES

The Course Learning Outcomes (CLOs) – under the Outcomes tab – are what you should be able to demonstrate by the end of this course, if you participate fully in learning activities and successfully complete the assessment items.

CLOs also contribute to your achievement of the Program Learning Outcomes (PLOs), which are developed across the duration of a program. PLOs are, in turn, directly linked to UNSW graduate capabilities. More information on Coursework PLOs is available on the key policies and support page. For PG Research PLOs, including MPDBS, please refer to the UNSW HDR Learning Outcomes.

Academic Honesty and Plagarism

As a student at UNSW you are expected to display academic integrity in your work and interactions. Where a student breaches the UNSW Student Code with respect to academic integrity, the University may take disciplinary action under the Student Misconduct Procedure. To

assure academic integrity, you may be required to demonstrate reasoning, research and the process of constructing work submitted for assessment.

To assist you in understanding what academic integrity means, and how to ensure that you do comply with the UNSW Student Code, it is strongly recommended that you complete the Working with Academic Integrity module before submitting your first assessment task. It is a free, online self-paced Moodle module that should take about one hour to complete.

Submission of Assessment Tasks

SPECIAL CONSIDERATION

You can apply for special consideration when illness or other circumstances beyond your control interfere with your performance in a specific assessment task or tasks, including online exams. Students studying remotely who have exams scheduled between 10pm and 7am local time, are also able to apply for special consideration to sit a supplementary exam at a time outside of these hours.

Special consideration is primarily intended to provide you with an extra opportunity to demonstrate the level of performance of which you are capable. To apply, and for further information, see Special Consideration on the UNSW Current Students page.

Special consideration applications will be assessed centrally by the Case Review Team, who will update the online application with the outcome and add any relevant comments. The change to the status of the application immediately sends an email to the student and to the assessor with the outcome of the application.

Please note the following:

1. Applications can only be made through Online Services in myUNSW (see the UNSW Current Students page). Applications will not be accepted by teaching staff. The lecturer-in-charge/ course coordinator will be automatically notified when your application is processed.
2. Applying for special consideration does not automatically mean that you will be granted a supplementary exam or other concession.
3. If you experience illness or misadventure in the lead up to an exam or assessment, you must submit an application for special consideration, either prior to the examination taking place, or prior to the assessment submission deadline, except where illness or misadventure prevent you from doing so.
4. If your circumstances stop you from applying before your exam or assessment due date, you

must apply within 3 working days of the assessment or the period covered by your supporting documentation.

5. Under the UNSW Fit To Sit/Submit rule, if you sit the exam/submit an assignment, you are declaring yourself well enough to do so and are cannot subsequently apply for special consideration.

6. If you become unwell on the day of – or during – an exam, you must stop working on your exam, advise your course coordinator or tutor and provide a medical certificate dated within 24 hours of the exam, with your special consideration application. For online exams, you must contact your course coordinator or tutor immediately via email, Moodle or chat and advise them you are unwell and submit screenshots of your conversation along with your medical certificate and application.

7. Special consideration requests do not allow the awarding of additional marks to students.

Further information on Business School policy and procedure can be found under "Special Consideration" on the key policies and support page.

LATE SUBMISSION PENALTIES

For assessments other than examinations, late submission will incur a penalty of 5% per day or part thereof (including weekends) from the due date and time. An assessment will not be accepted after 5 days (120 hours) of the original deadline unless special consideration has been approved. An assignment is considered late if the requested format, such as hard copy or electronic copy, has not been submitted on time or where the 'wrong' assignment has been submitted.

For assessments which account for 10% or less of the overall course grade, and where answers are immediately discussed or debriefed, the LIC may stipulate a different penalty. Details of such late penalties will be available on the course Moodle page.

FEEDBACK ON YOUR ASSESSMENT TASK PERFORMANCE

Feedback on student performance from formative and summative assessment tasks will be provided to students in a timely manner. Assessment tasks completed within the teaching period of a course, other than a final assessment, will be assessed and students provided with feedback, with or without a provisional result, within 10 working days of submission, under normal circumstances. Feedback on continuous assessment tasks (e.g. laboratory and studio-based, workplace-based, weekly quizzes) will be provided prior to the midpoint of the course.

Faculty-specific Information

PROTOCOL FOR VIEWING FINAL EXAM SCRIPTS

UNSW students have the right to view their final exam scripts, subject to a small number of very specific exemptions. The UNSW Business School has set a protocol under which students may view their final exam script. Individual schools within the Faculty may also set up additional local processes for viewing final exam scripts, so it is important that you check with your School.

If you are completing courses from the following schools, please note the additional school-specific information:

- Students in the **School of Accounting, Auditing & Taxation** who wish to view their final examination script should also refer to this page.
- Students in the **School of Banking & Finance** should also refer to this page.
- Students in the **School of Information Systems & Technology Management** should also refer to this page.

COURSE EVALUATION AND DEVELOPMENT

Feedback is regularly sought from students and continual improvements are made based on this feedback. At the end of this course, you will be asked to complete the myExperience survey, which provides a key source of student evaluative feedback. Your input into this quality enhancement process is extremely valuable in assisting us to meet the needs of our students and provide an effective and enriching learning experience. The results of all surveys are carefully considered and do lead to action towards enhancing educational quality.

QUALITY ASSURANCE

The Business School is actively monitoring student learning and quality of the student experience in all its programs. A random selection of completed assessment tasks may be used for quality assurance, such as to determine the extent to which program learning goals are being achieved. The information is required for accreditation purposes, and aggregated findings will be used to inform changes aimed at improving the quality of Business School programs. All material used for such processes will be treated as confidential.

TEACHING TIMES AND LOCATIONS

Please note that teaching times and locations are subject to change. Students are strongly

advised to refer to the [Class Timetable website](#) for the most up-to-date teaching times and locations.