



## UNSW Course Outline

# ZBUS8147 The Business of Managing Projects - 2024

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## General Course Information

**Course Code :** ZBUS8147

**Year :** 2024

**Term :** Semester 2

**Teaching Period :** Z2

**Is a multi-term course? :** No

**Faculty :** UNSW Canberra

**Academic Unit :** UC School of Business

**Delivery Mode :** Online

**Delivery Format :** Standard

**Delivery Location :** UNSW Canberra at ADFA

**Campus :** UNSW Canberra

**Study Level :** Postgraduate

**Units of Credit :** 6

[Useful Links](#)

[Handbook Class Timetable](#)

## Course Details & Outcomes

### Course Description

Projects play a central role in business. It's important to understand how they impact on organisational objectives, the effect of organisational decisions on project success or failure, the organising principles of project governance, and the project manager's role in managing

stakeholder expectations and delivering project outcomes. These are dynamic processes because projects are complex activities that are performed by a range of people and that rely on relationships formed through social interactions. The course is about projects as activities that are conducted by people, who make conscious decisions about the types of tools and techniques that are used. All this means that, together with technical skills, effective communication including the ability to persuade, critical thinking, problem-solving, people management, and leadership are essential project management skills. It is the business, organisational, cultural, and social, or human, aspects of project management that are the focus of this course. At the end of the course, you will use key project management concepts to explain the interactions between people and processes in projects, formulate evidence-based solutions to complex challenges that projects face, and develop skills in communicating those solutions to diverse stakeholders.

## Course Aims

This course aims to make you a more informed and effective project management professional in the complex, challenging and competitive environment in which projects are conducted. The course provides a set of concepts that will enable you to develop a more reflective and critical understanding of the interactions between processes and people, and the soft skills that are central to the successful management of projects. The course aims to help you develop skills in persuasive communication to enhance stakeholder engagement and ability to influence relevant organisational practices. No prior knowledge is required to undertake this course. This course is designed for business students as well as students from other disciplinary backgrounds who aspire to or are involved in project management or management roles.

## Course Learning Outcomes

Course Learning Outcomes
CLO1 : Identify and explain organising principles of project governance and supporting organisational capabilities.
CLO2 : Critically analyse how the social (people) and soft skill elements fit into project management practice, assessing the implications for decision-making, and their role in managing projects.
CLO3 : Critically reflect on how the interactions between people (individually and/or collectively) and organisational structures can affect project outcomes and be able to relate these to your own experience.
CLO4 : Develop written and oral communication skills by writing responses to tasks and/or presenting oral reflections.

Course Learning Outcomes	Assessment Item
CLO1 : Identify and explain organising principles of project governance and supporting organisational capabilities.	<ul style="list-style-type: none"> <li>• Project Governance Case Study</li> <li>• Part A: Initial Individual Reflection and Part B: End of Semester Individual Reflection</li> </ul>
CLO2 : Critically analyse how the social (people) and soft skill elements fit into project management practice, assessing the implications for decision-making, and their role in managing projects.	<ul style="list-style-type: none"> <li>• Major Written Essay</li> <li>• Project Governance Case Study</li> </ul>
CLO3 : Critically reflect on how the interactions between people (individually and/or collectively) and organisational structures can affect project outcomes and be able to relate these to your own experience.	<ul style="list-style-type: none"> <li>• Part A: Initial Individual Reflection and Part B: End of Semester Individual Reflection</li> </ul>
CLO4 : Develop written and oral communication skills by writing responses to tasks and/or presenting oral reflections.	<ul style="list-style-type: none"> <li>• Major Written Essay</li> <li>• Project Governance Case Study</li> <li>• Part A: Initial Individual Reflection and Part B: End of Semester Individual Reflection</li> </ul>

## Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

### Learning and Teaching in this course

This online course is structured around 13 weekly topics with a focus on the business, organisational, and social, or human, aspects of project management and basic project management tools, techniques, and capabilities. The course convenor uses Moodle, which is the online learning platform used throughout UNSW Canberra, to present project management theory via course notes, and selected readings. Students learn to apply this theory by preparing, successively, analysis of a project management case study, one essay using relevant academic literature and theory, and two individual reflective essays. The convenor assesses each assessment task and provides feedback to students.

The course also uses Class Collaborate, a virtual classroom system accessible via Moodle. There are ten (10) Class Collaborate sessions discussing assessment tasks as well as guest sessions from experienced project management practitioners throughout the semester. Students are strongly encouraged to attend Class Collaborate sessions to ensure they have a clear understanding of assessment requirements and expectations. The sessions will be recorded and made available on Moodle for later review. Detailed information is available on the course Moodle site.

## **Workload**

Students are expected to undertake an average of 10 hours of study per week for a 6 UOC course. This includes engagement with course readings and other activities, assessment preparation and research, as well as contact time via online lectures and engaging with fellow students in the discussion forums.

## **Other Professional Outcomes**

### **Developing Program Attributes**

Students will be encouraged to develop the following School of Business program attributes by undertaking the course activities and mastering the knowledge content:

#### **1: Business knowledge**

Students will make informed and effective selection and application of knowledge in a discipline or profession, in the contexts of local and global business.

#### **2: Problem solving**

Students will define and address business problems, and propose effective evidence-based solutions, through the application of rigorous analysis and critical thinking.

#### **3: Business communication**

Students will harness, manage, and communicate business information effectively using multiple forms of communication across different channels.

#### **4: Teamwork**

N/A

#### **5: Responsible business practice**

N/A

#### **6: Global and cultural competence**

N/A

#### **7: Leadership development**

N/A

### **Developing Graduate Capabilities**

Successful completion of this course contributes to the acquisition of UNSW graduate capabilities. UNSW aspires to develop globally focused graduates who are **rigorous scholars**,

capable of leadership and professional practice in an international community.

# Assessments

## Assessment Structure

Assessment Item	Weight	Relevant Dates
Project Governance Case Study Assessment Format: Individual Short Extension: Yes (7 days)	25%	Start Date: Not Applicable Due Date: 11/08/2024 11:59 PM Post Date: 26/08/2024 09:00 AM
Part A: Initial Individual Reflection and Part B: End of Semester Individual Reflection Assessment Format: Individual	35%	Start Date: Not Applicable Due Date: Part A: 1 September 2024 at 23:59 PM; Part B: 3 November 2024 at 23:59 PM Post Date: 28/11/2024 03:00 PM
Major Written Essay Assessment Format: Individual Short Extension: Yes (7 days)	40%	Start Date: Not Applicable Due Date: 06/10/2024 11:59 PM Post Date: 21/10/2024 09:00 AM

## Assessment Details

### Project Governance Case Study

#### Assessment Overview

Students will write a response in which they apply project governance themes and concepts, from academic research and literature, to analyse and discuss a project management case study.

#### Course Learning Outcomes

- CLO1 : Identify and explain organising principles of project governance and supporting organisational capabilities.
- CLO2 : Critically analyse how the social (people) and soft skill elements fit into project management practice, assessing the implications for decision-making, and their role in managing projects.
- CLO4 : Develop written and oral communication skills by writing responses to tasks and/or presenting oral reflections.

#### Detailed Assessment Description

Please see Moodle for further detailed information about Assessment 1. Information will be available after 1 July 2024.

#### Permitted use of AI tools: SIMPLE EDITING ASSISTANCE

For this assessment task, you may use AI-based software to research and prepare prior to writing your assessment. You are permitted to use standard editing and referencing functions in

word processing software, such as Grammarly and this is limited to spelling and grammar checking and reference citation generation. You must not use any functions that generate or paraphrase or translate passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

**Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.**

**Assessment Length**

1000 words

**Submission notes**

Assignments are submitted via Turnitin.

**Assignment submission Turnitin type**

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

**Part A: Initial Individual Reflection and Part B: End of Semester Individual Reflection**

**Assessment Overview**

Students will critically comment and reflect on the interactions between people (individually and/or collectively) and organisational structures and be able to relate these to their own experience. Students will write an Initial Individual Reflection in Week 6 and an Individual Reflection in Week 13 critically reflecting on how their thoughts have developed and evolved, and to discuss how, or if, the material they have learnt influenced their subsequent behaviours.

This assessment has two parts.

**Part A: Initial Individual Reflection**

Weighting: 15%

Learning outcomes: CLO3, CLO4

## **Part B: End of Semester Individual Reflection**

Weighting: 20%

Learning outcomes: CLO1, CLO3, CLO4

### **Course Learning Outcomes**

- CLO1 : Identify and explain organising principles of project governance and supporting organisational capabilities.
- CLO3 : Critically reflect on how the interactions between people (individually and/or collectively) and organisational structures can affect project outcomes and be able to relate these to your own experience.
- CLO4 : Develop written and oral communication skills by writing responses to tasks and/or presenting oral reflections.

### **Detailed Assessment Description**

There are two parts to this assessment, namely **Initial Individual Reflection (Part A)** at the mid-point of the course (due date 23:59 on 1 September 2024), and an **End of Semester Individual Reflection (Part B)** (due date 23:59 on 3 November 2024).

The objective of Assessment 2 is to help students consolidate their grasp of the course material. The aim is for students to critically comment on the concepts, principles, and practices of project management and to reflect on and relate these to their own experience. In particular, the aim is for students to think deeply and critically about how their thoughts have developed and evolved, and to discuss how, or if, the material they have learnt influenced their subsequent behaviours.

Please see Moodle for further detailed information about Assessment 2. Information will be available after 1 July 2024.

### **Short Extensions**

If required, a 7 day automatic Short Extension without documentation is available for **Part A Initial Individual Reflection.**

For Part B End of Semester Individual Reflection, students needing an extension (of any duration) must apply via the Special Consideration process.

### **Permitted use of AI tools: SIMPLE EDITING ASSISTANCE ONLY**

For this assessment task, you may use AI-based software to research and prepare prior to writing your assessment. You are permitted to use standard editing and referencing functions in word processing software, such as Grammarly and limited to spelling and grammar checking and reference citation generation in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text, you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

***Important caveat on using AI tools, such as ChatGPT, for this assignment*** - because of the nature of this task, i.e., writing about your own learning experiences and then reflecting on that, Generative AI is not actually helpful. As this is your own learning reflection you will want to use words and phrases that capture your lived experiences of the learning process throughout the semester. Generative AI tends to create bland, un-emotive prose. What you need for the task are your real feelings expressed as well as you can using your own words.

**Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.**

#### **Assessment Length**

Initial Individual Reflection (500 words) and End of Semester Individual Reflection (1000 words)

#### **Submission notes**

The assignment is submitted via Turnitin.

#### **Assignment submission Turnitin type**

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

### **Major Written Essay**

#### **Assessment Overview**

Students will write an essay where they critically analyse and apply current project management theory and concepts to respond to an essay question. Students must formulate an argument and use academic literature when creating their response.

#### **Course Learning Outcomes**

- CLO2 : Critically analyse how the social (people) and soft skill elements fit into project management practice, assessing the implications for decision-making, and their role in managing projects.
- CLO4 : Develop written and oral communication skills by writing responses to tasks and/or presenting oral reflections.

## **Detailed Assessment Description**

Please see Moodle for further detailed information about Assessment 2. Information will be available after 1 July 2024.

### **Permitted use of AI tools: SIMPLE EDITING ASSISTANCE ONLY**

For this assessment task, you may use AI-based software to research and prepare prior to writing your assessment. You are permitted to use standard editing and referencing functions in word processing software, such as Grammarly and limited to spelling and grammar checking and reference citation generation in the creation of your submission. You must not use any functions that generate or paraphrase passages of text, whether based on your own work or not.

Please note that your submission will be passed through an AI-generated text detection tool. If your marker has concerns that your answer contains passages of AI-generated text, you may be asked to explain your work. If you are unable to satisfactorily demonstrate your understanding of your submission you may be referred to UNSW Conduct & Integrity Office for investigation for academic misconduct and possible penalties.

**Please refer to the General Assessment Information section below for information on the requirement to include a cover sheet/declaration with all assessments, disclosing whether AI tools were used.**

### **Assessment Length**

2500 words

### **Submission notes**

The assignment is submitted via Turnitin.

### **Assignment submission Turnitin type**

This assignment is submitted through Turnitin and students can see Turnitin similarity reports.

## **General Assessment Information**

### **Marking criteria and rubrics**

Students should make sure that they read the marking criteria for each assignment provided in the rubrics available on the course Moodle site. The rubrics outline the broad assessment criteria for each grading category.

### **Writing and referencing**

Students are expected to conform to high standards of literacy and academic practice, including

literature research and full documentation of sources. This means that students must use references, cite those references in the body of the assignments and include a reference list at the end of the document.

Students must use the APA 7th edition referencing style, with in-text citations and a reference list. More information about the APA referencing convention is on the Moodle site for the course, and Academy Library website. Failure to use the required referencing convention is likely to result in a failed paper.

Essays must be in Standard Australian English (see Oxford Dictionary). Words exceeding the word limit will not be read or considered part of the assessable content.

All assessments must be submitted via Turnitin, so students must express the ideas they read about in their own words but acknowledge their source by citing the reference.

### **Ethical and Responsible Use of Artificial Intelligence at UNSW**

At UNSW, students must use artificial intelligence ethically and responsibly.

This includes:

- Adhering to course/assessment guidelines regarding use of AI tools;
- Acknowledging AI-generated content in your assessments, following UNSW guidance on [Referencing and acknowledging the use of artificial intelligence tools](#). In the School of Business, students are required to include a [cover sheet/declaration](#) for all assessments (see the Assessments Hub on the Course Moodle site). If you do not submit a completed cover sheet/declaration with your assessment, you will be emailed to request resubmission of your assessment with the required cover sheet/declaration (noting your assessment will not be graded until the cover sheet is included);
- Not including your own or others' personal or private information in prompts;
- Verifying and critiquing all AI generated material; and
- Avoiding using AI tools to translate your writing.

Please refer to [Ethical and Responsible Use of Artificial Intelligence at UNSW](#) for further information.

### **Short Extensions (School of Business, Postgraduate)**

An automatic Short Extension (without documentation) of **seven calendar days** may be available for some assessment tasks in this course. Please check assessment instructions and further guidance on the course Moodle site.

You can apply by accessing the Short Extension Student Portal on the [Special Consideration login page](#).

Applications for Short Extensions MUST be submitted before the assessment due date. Late applications are not permitted. If you do not apply on time, you will have to submit a Special Consideration application with the appropriate supporting documentation, within 3 working days of the assessment due date.

Only one Short Extension can be granted for any given assessment. All subsequent extension requests must be submitted as a Special Consideration application.

For assessment tasks where a Short Extension is not available, students needing an extension (of any duration) must apply via the Special Consideration process.

### **Special Consideration**

Applications for Special Consideration should be submitted BEFORE the assessment due date.

If extenuating circumstances prevent you from submitting an application before the due date, please notify your course convenor by email and submit the application as soon as possible.

If your application is approved, the outcome may be one of the following:

- A supplementary or alternative assessment,
- An extended deadline for the assessment (note the extension granted is normally equivalent to the period of impact outlined in your supporting documentation),
- An aggregated or averaged mark derived from other comparable completed assessments.

Please note, applying for Special Consideration does not automatically mean that you will be granted additional assessment, or that you will be awarded an amended result.

More information on Short Extensions and Special Consideration: <https://www.student.unsw.edu.au/special-consideration>.

### **Late Submission of Assessment**

UNSW has a standard late submission penalty of:

- 5% per day,
- for all assessment tasks where a penalty applies,
- capped at five days (120 hours) from the assessment submission deadline. In case of approved Equitable Learning Plan (ELP) provision, special consideration or short extension,

the late penalty applies from the date of approved time extension. After five days from the original or extended deadline, a student cannot submit an assessment, and

- no permitted variation.

Students are expected to manage their time to meet assessment task submission and completion deadlines, and to apply for extensions as early as possible before the assessment task deadline.

### Grading Basis

Standard

### Requirements to pass course

Students must achieve at least 50% overall to pass the course. Students are expected to engage actively in course learning activities and attempt all assessment requirements in the course.

## Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 15 July - 19 July	Topic	Project Management History & Foundations See Moodle for more information
Week 2 : 22 July - 26 July	Topic	Project Management Methodologies See Moodle for more information
Week 3 : 29 July - 2 August	Topic	Project Governance See Moodle for more information
Week 4 : 5 August - 9 August	Topic	The Role of Projects in Business See Moodle for more information
Week 5 : 12 August - 16 August	Topic	Leadership and Team Building See Moodle for more information
Week 6 : 19 August - 23 August	Topic	Soft Skills in Project Management See Moodle for more information
Week 7 : 9 September - 13 September	Topic	Work Readiness & Career Resilience Essential Concepts See Moodle for more information
Week 8 : 16 September - 20 September	Topic	Managing Resources See Moodle for more information
Week 9 : 23 September - 27 September	Topic	Scope Management See Moodle for more information
Week 10 : 30 September - 4 October	Topic	Risk Management See Moodle for more information
Week 11 : 7 October - 11 October	Topic	Cost Estimation & Budgeting Project Scheduling See Moodle for more information
Week 12 : 14 October - 18 October	Topic	Project Monitoring & Evaluation See Moodle for more information
Week 13 : 21 October - 25 October	Topic	Course Summary See Moodle for more information

## Attendance Requirements

Not Applicable - as no class attendance is required

# General Schedule Information

Detailed information is available on the course Moodle site.

## Course Resources

### Prescribed Resources

Pinto, J. 2019 (or 2020) *Project Management: Achieving Competitive Advantage*, 5th Edition, Pennsylvania State University: Erie.

Available as an eBook through the UNSW Canberra Academy Library.

### Recommended Resources

Lewin, B. (2010). *Writing Readable Research: A Guide for Students of Social Science*, Bristol: Equinox Publishing Ltd.

Available as an eBook through the UNSW Canberra Academy Library.

## Course Evaluation and Development

Student feedback will be taken at the end of the course in the form of myExperience evaluations. Constructive feedback will be used to improve the quality of the course. A main difference from previous years is the additional weighting of assessment tasks to support reflection on learning and practice, and engagement with the academic literature.

**Important note:** Students are reminded that any feedback provided should be constructive and professional and that they are bound by the [UNSW Code of Conduct and Values](#).

## Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Convenor	Dr Vanessa McDermott		Room 317, Building 27, UNSW Canberra	+61 2 5114 5685	Email, telephone, MS Teams	Yes	Yes

## Other Useful Information

### School Contact Information

#### School of Business

Email: [Business@adfa.edu.au](mailto:Business@adfa.edu.au)