



UNSW Course Outline

ZEIT8303 Project Management Body of Knowledge - 2024

Published on the 11 Feb 2024

General Course Information

Course Code : ZEIT8303

Year : 2024

Term : Semester 1

Teaching Period : Z1

Is a multi-term course? : No

Faculty : UNSW Canberra

Academic Unit : School of Engineering and Technology

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

Restricted to students enrolled in the Graduate Diploma or Masters programs. This course focuses on the distinctive nature of project management in Defence, the public sector generally and higher corporate levels of the private sector where the project manager is orchestrating

(rather than controlling) a political, bureaucratic, technical and contractual environment. The course ranges broadly across key facets of project management, such as quality management, configuration management, risk management and contract management.

Course Aims

The aim of the course is to introduce students to the principles of Project Management, while recognising the need for the consistent application of a body of knowledge to achieve the required outcomes.

Relationship to Other Courses

Close alignment to ZEIT 8302 Project Administration. The preference is to complete this course before commencing ZEIT8302.

Course Learning Outcomes

Course Learning Outcomes
CL01 : Explain the inception and requirement for a project management body of knowledge
CL02 : Demonstrate the value that a project management body of knowledge brings to successfully manage projects; and
CL03 : Apply the application of the project management body of knowledge in a complex project.

Course Learning Outcomes	Assessment Item
CL01 : Explain the inception and requirement for a project management body of knowledge	<ul style="list-style-type: none">• Assignment One• Online Forum• Assignment Three
CL02 : Demonstrate the value that a project management body of knowledge brings to successfully manage projects; and	<ul style="list-style-type: none">• Assignment Two• Online Forum• Assignment Three
CL03 : Apply the application of the project management body of knowledge in a complex project.	<ul style="list-style-type: none">• Assignment One• Assignment Two• Online Forum• Assignment Three

Learning and Teaching Technologies

Moodle - Learning Management System | Blackboard Collaborate

Learning and Teaching in this course

The teaching of this subject is based on the consideration of real-life case studies. These cases have been carefully selected to bring out lessons about the nature of projects. That is, major projects can involve detail and dynamic complexity, political issues, and conflict between stakeholders and interest groups. The teaching approach sets the context within which students will recognise similarities between the various cases studied and what they can expect to encounter in their careers as project managers.

The case studies are designed to draw out valuable experiences and lessons for students to build on their own experiences. Case study readings, videos, mapping of the areas of knowledge, scenario analysis, and discussion groups are used to enable teaching of this complex and evolving subject.

The Learning Management System

Moodle is the Learning Management System used at UNSW Canberra. All courses have a Moodle site which will become available to students at least one week before the start of semester. Please find all help and documentation (including Blackboard Collaborate) at the [Moodle Support](#) page.

UNSW Moodle supports the following web browsers:

» Google Chrome 50+

» Safari 10+

** Internet Explorer is not recommended

** Addons and Toolbars can affect any browser's performance.

Operating systems recommended are:

Windows 7, 10, Mac OSX Sierra, iPad IOS10

For further details about system requirements click [here](#).

Log in to Moodle [here](#).

If you need further assistance with Moodle:

For enrolment and login issues please contact:

IT Service Centre

Email: itservicecentre@unsw.edu.au

Phone: (02) 9385-1333

International: +61 2 9385 1333

For all other Moodle issues please contact:

External TELT Support

Email: externalteltsupport@unsw.edu.au

Phone: (02) 9385-3331

International: +61 2 938 53331

Opening hours:

Monday – Friday 7:30am – 9:30 pm

Saturday & Sunday 8:30 am – 4:30pm

Additional Course Information

ZEIT8303 is a lead-in course for the Master of Project Management while providing a sound basis for other Project Management-related courses in Management Studies, and Engineering Science streams to supplement the learning experience.

The course is self-paced by students. Assignments may be submitted at any time before the due dates.

The course reflects that the project management landscape continues to evolve and appreciates that there has been a shift from process-based to principle-based standards. This embraces a stronger focus on outcomes rather than deliverables. The course introduces students to the principles of Project Management while recognising the need for an appreciation of the processes that are still being applied to achieve the required outcomes.

The course has several objectives but fundamentally, the educational paradigm is 'experiential learning'. That is, the comprehension of ideas and processes is achieved through actual implementation experiences by applying case studies. Case studies include the Federation Square and Collins Class Submarine projects.

The course assumes that candidates have: some prior project management team experience or have undertaken preliminary studies in Project Management; and considerable life/professional experiences and formal education.

Current government project management policies and procedures have evolved in a political environment. **This course does not seek to 'train' students in current government procedures.** Project Management does not occur without skilled people. No amount of technology can replace astute strategic leadership.

The actual definition of the project management process varies between industries. This course seeks to inform the diversity of 'project management' approaches from the predictive to the agile and thus give students a global perspective rather than just a targeted insight.

Effective Project Management is an art. Successful project managers are recognised by their 'hard and soft skills'. This extends to their capability to manage change and negotiate positive outcomes with all project stakeholders effectively. Project management requires practitioners to proactively engage with risks to guide decisions and drive outcomes.

Finally, the capability of a project manager is a function of the organisation's maturity to support the delivery of complex projects and the broader community to engage with projects. Pure project-delivering organisations exist solely to support their projects. As the organisation design and culture move away from the primacy of the 'project', the capability of the Project Manager is diminished. Project Management 'competence' lacks relevance outside of the organisational context. 'Competence' must not be confused with 'Capability'. Project Managers deliver a capability through competence. Competence is a factor of hard and soft skills achieved through formal training and mentoring, support from professional organisations, and on-the-job experience.

Referencing

In this course, students are required to reference following the APA 7 / Chicago NB referencing style. Information about referencing styles is available at: <https://guides.lib.unsw.adfa.edu.au/c.php?g=472948&p=3246720>

Study at UNSW Canberra

<https://www.unsw.adfa.edu.au/study>

Study at UNSW Canberra has lots of useful information regarding:

- Where to get help
- Administrative matters
- Getting your passwords set up

- How to log on to Moodle
- Accessing the Library and other areas.

Additional Information as required

CRICOS Provider no. 00098G

The University of New South Wales Canberra.

Assessments

Assessment Structure

Assessment Item	Weight	Relevant Dates
Assignment One Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 14/03/2024 11:55 PM
Assignment Two Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 26/04/2024 11:55 PM
Online Forum Assessment Format: Individual	10%	Start Date: 18/03/2024 09:00 AM Due Date: 23/05/2024 11:55 PM
Assignment Three Assessment Format: Individual	30%	Start Date: Not Applicable Due Date: 23/05/2024 11:55 PM

Assessment Details

Assignment One

Assessment Overview

Word Count: 1800 Words

Course Learning Outcomes

- CL01 : Explain the inception and requirement for a project management body of knowledge
- CL03 : Apply the application of the project management body of knowledge in a complex project.

Detailed Assessment Description

Assignment 1 is a report (approx. 1800 words) for a senior executive of your organisation on the Federation Square case study applying the points and mapping of four knowledge areas of the Project Management Body of Knowledge. The discussion is to include: what was done well and what could have been done better; and

the requirement for the application of PMBOK in complex projects like the case study.

Finally, what you believe should be the lessons learned from the project.

Assessment Length

1800

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Assignment Two

Assessment Overview

Word Count: 1800 Words

Course Learning Outcomes

- CL02 : Demonstrate the value that a project management body of knowledge brings to successfully manage projects; and
- CL03 : Apply the application of the project management body of knowledge in a complex project.

Detailed Assessment Description

Assignment 2 is an objective Report (approx. 1800 words) on the issues outlined in Deep Trouble and the consideration of which model (predictive, iterative, incremental, or agile) on the continuum lifecycle would best manage the project's complexity and risks. The report includes a review of the various stakeholders in the project; and introduces students to risks with identifying and analysing 9 risks aligned to the PMBoK.

Assessment Length

1800 words

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity reports.

Online Forum

Assessment Overview

3 Forums

Course Learning Outcomes

- CL01 : Explain the inception and requirement for a project management body of knowledge
- CL02 : Demonstrate the value that a project management body of knowledge brings to successfully manage projects; and

- CLO3 : Apply the application of the project management body of knowledge in a complex project.

Detailed Assessment Description

Online Forums provide three opportunities for students to respond to questions posted by the Lecturer, in an interactive collaboration area. Questions will be posted between **18 March and 23 May 2023**.

This assessment task is open for an extended period to support participation by students who have limited connectivity as a result of their work. Students are assessed on the level of participation, the quality of information, and the level of collaboration.

Assessment Length

Open window of time for students to participate in the forums.

Assignment submission Turnitin type

Not Applicable

Assignment Three

Assessment Overview

Word Count: 1800 Words

Course Learning Outcomes

- CLO1 : Explain the inception and requirement for a project management body of knowledge
- CLO2 : Demonstrate the value that a project management body of knowledge brings to successfully manage projects; and
- CLO3 : Apply the application of the project management body of knowledge in a complex project.

Detailed Assessment Description

Assignment 3 is a project status report (approx. 1800 words) at the launch of Nuship Collins against traditional measures of Cost, Quality, and Schedule. The report includes comments on contemporary (non-traditional) success factors, and how they apply to the project.

Assessment Length

1800

Assignment submission Turnitin type

This assignment is submitted through Turnitin and students do not see Turnitin similarity

reports.

General Assessment Information

Assignment 1 is due on 14 March 2024. Grades and feedback will be posted (for students who submit on or ahead of the 14 March) by the census date 24 March 2024.

Referencing

In this course, students are required to reference following the APA 7 referencing style.

Late Submission of Assessment

Unless prior arrangement is made with the lecturer or a formal application for special consideration is submitted, a penalty of 5% of the total available mark for the assessment will apply for each day that an assessment item is late up to a maximum of 5 days (120 hours) after which an assessment can no longer be submitted and a grade of 0 will be applied.

All requests for special consideration must be formally submitted via MyUNSW before the assessment due date.

- Please note that lecturer support will NOT be available after the original submission date.

Use of Generative AI in Assessments

1. NO ASSISTANCE (Tutorial Participation and Assignments 1,2, and 3)

Using any software or service to search for or generate information or answers is prohibited. If its use is detected, it will be regarded as serious academic misconduct and subject to the standard penalties, which may include 00FL, suspension, and exclusion.

2. SIMPLE EDITING ASSISTANCE (Online Quizzes 1, 2 and 3)

You may use standard editing and referencing software for this assessment task, but not Generative AI. You are permitted to use the full capabilities of the standard software to answer the question (e.g., you may wish to specify particular software such as Microsoft Office suite, Grammarly, etc.).

If the use of generative AI such as ChatGPT is detected, it will be regarded as serious academic misconduct and subject to the standard penalties, which may include 00FL, suspension, and

exclusion.

* To cite: OpenAI (Year Accessed). ChatGPT. OpenAI. <https://openai.com/models/chatgpt/>

* Please note that the outputs from these tools are not always accurate, appropriate, or properly referenced. You should ensure that you have moderated and critically evaluated the outputs from generative AI tools such as ChatGPT before submission.

Grading Basis

Standard

Requirements to pass course

Each Assignment has a unique marking rubric available for download from the ZEIT 8303 Moodle site.

There are no minimum performance standards associated with this course, other than to achieve a final mark of 50 percent or higher. No single piece of assessment is mandatory for successful completion of this course; you simply need to achieve at least 50 marks out of a total of 100 marks.

Course Schedule

Teaching Week/Module	Activity Type	Content
Week 1 : 26 February - 1 March	Blended	26 Feb-14 Mar • View video Introduction to Project Management (365 Careers) and apply the 10 Knowledge Areas of the Guide to the Project Management Body of Knowledge (PMBok). • View video Federation Square and apply PMBoK. • Consider risks and what lessons should be learned. • 14 March - Assignment 1 close.
Week 4 : 18 March - 22 March	Blended	18 Mar - 26 Apr • View the video– Deep Trouble and apply PMBoK. • Read The Collins Class Submarine Story Chapter 23. • Review PMBoK Appendix X3 (pg 665) • Conduct a stakeholder review and consider management strategies. • Consider risks and treatments. • Contribute to online forums 1 and 2. • 26 April - Assignment 2 and Online Forums 1 & 2 close.
Week 8 : 29 April - 3 May	Blended	29 Apr-23 May • Read The Collins Class Submarine Story Chapters 4-16. • Conduct a review of the project status at the launch of Nuship Collins. • Contribute to an online forum 3. • 23 May Online Forum 3 Assignment 3 close.

Attendance Requirements

The course is delivered in distance mode and structured to respond to students who are balancing their studies with work, family, and life commitments.

The course has an interactive environment that includes four lectures where students may ask questions, four Question and Answer (Q&A) forums, and three posted forums. Additionally, in Moodle, there is an interactive area for students.

Students are strongly encouraged to attend the lectures and Q&A, however, they are recorded for those who cannot.

Course Resources

Prescribed Resources

Several resources are provided in Moodle in the respective assignment links. Additionally, you are expected to utilise a library, community sources, and online sources to obtain additional resources.

While you may purchase the following essential texts for your personal and professional use beyond the course, **they are available on the course Moodle page:**

Yule, P and Woolner, D., *The Collins Class Submarine Story – Steel, Spies and Spin*. Cambridge. 2008 (ISBN is 9781107627765)

PMI., *A Guide to the Project Management Body of Knowledge*, 6th and 7th editions.

Recommended Resources

Nil

Additional Costs

Nil

Course Evaluation and Development

One of the key priorities in the 2025 Strategy for UNSW is a drive for academic excellence in education. One of the ways of determining how well UNSW is progressing towards this goal is by listening to our own students. Students will be asked to complete the myExperience survey towards the end of this course.

Students can also provide feedback during the semester via: direct contact with the lecturer, the “On-going Student Feedback” link in Moodle, Student-Staff Liaison Committee meetings in schools, informal feedback conducted by staff, and focus groups. Student opinions really do

make a difference. Refer to the Moodle site for this course to see how the feedback from previous students has contributed to the course development.

Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the Student Code of Conduct Policy.

<https://www.gs.unsw.edu.au/policy/documents/studentcodepolicy.pdf>

Staff Details

Position	Name	Email	Location	Phone	Availability	Equitable Learning Services Contact	Primary Contact
Lecturer	Greg Hammond			+61(0) 423103452	Traditional working hours. Engagement outside these hours by previous agreement with individual students.	No	Yes

Other Useful Information

Academic Information

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Important note: Students are reminded that any feedback provided should be constructive and professional and that they are bound by the Student Code of Conduct.

<https://www.gs.unsw.edu.au/policy/documents/studentcodepolicy.pdf>

Equitable Learning Services (ELS)

Students living with neurodivergent, physical and/or mental health conditions or caring for someone with these conditions may be eligible for support through the Equitable Learning Services team. Equitable Learning Services is a free and confidential service that provides practical support to ensure your mental or physical health conditions do not adversely affect your studies.

Our team of dedicated **Equitable Learning Facilitators (ELFs)** are here to assist you through this process. We offer a number of services to make your education at UNSW easier and more equitable.

Further information about ELS for currently enrolled students can be found at: <https://www.student.unsw.edu.au/equitable-learning>

Academic Honesty and Plagiarism

UNSW has an ongoing commitment to fostering a culture of learning informed by academic integrity. All UNSW staff and students have a responsibility to adhere to this principle of academic integrity. All students are expected to adhere to UNSW's Student Code of Conduct. Find relevant information at: [Student Code of Conduct \(unsw.edu.au\)](https://www.student.unsw.edu.au/student-code-of-conduct)

Plagiarism undermines academic integrity and is not tolerated at UNSW. It is defined as using the words or ideas of others and passing them off as your own, and can take many forms, from deliberate cheating to accidental copying from a source without acknowledgement.

For more information, please refer to the following:

<https://student.unsw.edu.au/plagiarism>

Submission of Assessment Tasks

Special Consideration

Special Consideration is the process for assessing and addressing the impact on students of short-term events, that are beyond the control of the student, and that affect performance in a specific assessment task or tasks.

Applications for Special Consideration will be accepted in the following circumstances only:

- Where academic work has been hampered to a substantial degree by illness or other cause;

- The circumstances are unexpected and beyond the student's control;
- The circumstances could not have reasonably been anticipated, avoided or guarded against by the student; and either:

(i) they occurred during a critical study period and was 3 consecutive days or more duration, or a total of 5 days within the critical study period; or

(ii) they prevented the ability to complete, attend or submit an assessment task for a specific date (e.g. final exam, in class test/quiz, in class presentation)

Applications for Special Consideration must be made as soon as practicable after the problem occurs and at the latest within three working days of the assessment or the period covered by the supporting documentation.

By sitting or submitting the assessment task the student is declaring that they are fit to do so and cannot later apply for Special Consideration (UNSW 'fit to sit or submit' requirement).

Sitting, accessing or submitting an assessment task on the scheduled assessment date, after applying for special consideration, renders the special consideration application void.

Find more information about special consideration at: <https://www.student.unsw.edu.au/special/consideration/guide>

Or apply for special consideration through your [MyUNSW portal](#).

Late Submission of assessment tasks (other than examinations)

UNSW has a standard late submission penalty of:

- 5% per day,
- capped at five days (120 hours) from the assessment deadline, after which a student cannot submit an assessment, and
- no permitted variation.

Students are expected to manage their time to meet deadlines and to request extensions as early as possible before the deadline.

Electronic submission of assessment

Except where the nature of an assessment task precludes its electronic submission, all assessments must be submitted to an electronic repository, approved by UNSW or the Faculty,

for archiving and subsequent marking and analysis.

Release of final mark

All marks obtained for assessment items during the session are provisional. The final mark as published by the university following the assessment review group meeting is the only official mark.