



MONASH University

**FIT5150**  
**Project management as knowledge-based practice**

**Unit Guide**

**Semester 2, 2009**

The information contained in this unit guide is correct at time of publication. The University has the right to change any of the elements contained in this document at any time.

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# **FIT5150 Project management as knowledge-based practice - Semester 2, 2009**

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## Introduction

Welcome to FIT5150, Project Management as Knowledge-based Practice. This is a 6 point unit, that presents the theoretical foundations of project management and examines the role of knowledge process and reflective practices in project management.

## Unit synopsis

This unit explores core disciplines that inform the project management function and their contribution to the concepts and principles that are the basis of project management practices. Building on this foundation, a knowledge based view of project management is presented with particular emphasis on reflective practice. Project management maturity models, competencies and organisational capabilities, in particular the approach to organising the project management function into projects, programs and portfolios, are examined from this perspective. Case studies will illustrate the theoretical foundations and demonstrate how theory can be incorporated into organisational practices.

## Learning outcomes

At the completion of this unit students will:

1. Understand project management as knowledge based and reflective practice;
2. Have knowledge of the core disciplines that underpin project management;
3. Understand how the core disciplines inform the fundamental principles, concepts and standards that guide project management practices;
4. Be able to formulate the organising principles of the project management function;
5. Be able to specify the organisational capabilities to support project management;
6. Have the skills to design and develop an appropriate management structure for the project management function.

## Contact hours

3 hrs/week

## Workload

The workload commitments are 12 hours of study per week for 13 weeks, comprising:

- 3 hours lecture/seminar or OCL equivalent
- 5 hours of reading and individual study time
- 4 hours of assignments

## Unit relationships

### Prerequisites

FIT9006 or IMS9001 or BUS5021 or 24 credit points of PG level study

## **Prohibitions**

BUS5150

## **Relationships**

FIT5150 is a:

- a core unit in the Corporate IKM professional track in the Master Business Information Systems
- an elective unit in all FIT Masters, Master of Business and MBA
- an elective unit in the Master of Business (IT Management)

## Teaching and learning method

Teaching of the unit will comprise of formal lecture presentations, and tutorials for discussions and practical exercises.

The unit will adopt a case study approach to teaching. The seminar will raise significant issues related to the weekly topic. The issues will be canvassed through presentations and discussions based on reading materials and published case studies. Set reading materials will be made available ahead of the scheduled discussion. Students will also be encouraged to contribute material that they consider relevant to the topics/issues as well as presenting their personal experiences. Practitioners will be invited to lead specific seminars.

## Timetable information

For information on timetabling for on-campus classes please refer to MUTTS, <http://mutts.monash.edu.au/MUTTS/>

## Tutorial allocation

On-campus students should register for tutorials/laboratories using the Allocate+ system:  
<http://allocate.cc.monash.edu.au/>

## Off-Campus Learning or flexible delivery

The unit will be recorded and available to OCL students through MULO. Seminar discussions will be supported by discussion groups on the unit website. All students will be encouraged to participate in these discussion groups which will be moderated by teaching staff.

Copies of lecture slides and other material will be made available to all students through the unit website.

## Unit Schedule

Week	Topic	Key dates
1	Introduction	
2	Reflective practice	
3	Management theory	
4	Systems thinking	
5	Complexity theory	
6	Design theory	
7	The project management function	
8	Program management	
9	Portfolio management	
10	Project management maturity	
Mid semester break		
11	Competencies and skill base	
12	Knowledge-based practices	
13	Review-project management as knowledge work	

## **Unit Resources**

### **Prescribed text(s) and readings**

Seminars will be supported with relevant articles, papers and other materials that will be detailed on the unit website. Where appropriate textbooks will also be recommended.

### **Recommended text(s) and readings**

Relevant articles, papers and other readings will be detailed on the unit website.

### **Equipment and consumables required or provided**

Students studying off-campus are required to have the minimum system configuration specified by the Faculty as a condition of accepting admission, and regular Internet access. On-campus students, and those studying at supported study locations may use the facilities available in the computing labs. Information about computer use for students is available from the ITS Student Resource Guide in the Monash University Handbook. You will need to allocate up to **4** hours per week for use of a computer, including time for newsgroups/discussion groups.

### **Study resources**

Study resources we will provide for your study are:

All relevant materials and resources will be available to students through the unit web site. In addition the unit will make use of the Discussion Groups facility on blackboard and students will be expected to participate in these discussions.

## Assessment

### Overview

Class activities and discussion: 25%; Practical exercises and individual assignment: 25%; Examination: 50%

### Faculty assessment policy

To pass a unit which includes an examination as part of the assessment a student must obtain:

- 40% or more in the unit's examination, and
- 40% or more in the unit's total non-examination assessment, and
- an overall unit mark of 50% or more.

If a student does not achieve 40% or more in the unit examination or the unit non-examination total assessment, and the total mark for the unit is greater than 44% then a mark of no greater than 44-N will be recorded for the unit.

### Assignment tasks

#### Assignment coversheets

Assignment coversheets are available via "Student Forms" on the Faculty website:

<http://www.infotech.monash.edu.au/resources/student/forms/>

You MUST submit a completed coversheet with all assignments, ensuring that the plagiarism declaration section is signed.

**Assignment submission and return procedures, and assessment criteria will be specified with each assignment.**

#### • Assignment task 1

**Title:**

Participation tasks

**Description:**

The activities will be specified on Task sheets posted on the unit website. The tasks will include practical exercises and written pieces relating to the issues raised in the seminars. Students will also be expected to participate in the discussion forum on-line

**Weighting:**

20%

**Due date:**

Will be specified on the Task sheets

#### • Assignment task 2

**Title:**

Case Study Assignment

**Description:**

The assignment involves the analysis of a project management case study. The case study report will include both an analytical and a reflective section. Students will be responsible for identifying a relevant case study, either of an actual organisation or a previously published study.

**Weighting:**

50%

**Due date:**

Will be specified on Assignment Sheet

• **Assignment task 3**

**Title:**

**Description:**

Students will be asked to write a 3000 word essay. The essay topics will be specified on the Essay Sheet.

**Weighting:**

30%

**Due date:**

Will be specified on Essay Sheet

## Due dates and extensions

Please make every effort to submit work by the due dates. It is your responsibility to structure your study program around assignment deadlines, family, work and other commitments. Factors such as normal work pressures, vacations, etc. are not regarded as appropriate reasons for granting extensions. Students are advised to NOT assume that granting of an extension is a matter of course.

Students requesting an extension for any assessment during semester (eg. Assignments, tests or presentations) are required to submit a Special Consideration application form (in-semester exam/assessment task), along with original copies of supporting documentation, directly to their lecturer within two working days before the assessment submission deadline. Lecturers will provide specific outcomes directly to students via email within 2 working days. The lecturer reserves the right to refuse late applications.

A copy of the email or other written communication of an extension must be attached to the assignment submission.

Refer to the Faculty Special consideration webpage or further details and to access application forms:

<http://www.infotech.monash.edu.au/resources/student/equity/special-consideration.html>

## Late assignment

Assignments received after the due date will be subject to a penalty of 10% of the total assignment mark per day, including weekends. Assignments received later than one week after the due date will not normally be accepted.

## Return dates

Students can expect assignments to be returned within two weeks of the submission date or after receipt, whichever is later.

## Appendix

Please visit the following URL: <http://www.infotech.monash.edu.au/units/appendix.html> for further information about:

- Continuous improvement
- Unit evaluations
- Communication, participation and feedback
- Library access
- Monash University Studies Online (MUSO)
- Plagiarism, cheating and collusion
- Register of counselling about plagiarism
- Non-discriminatory language
- Students with disability
- End of semester special consideration / deferred exams