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FIT5150 Project management as knowledge-based practice - Semester 2, 2012

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.

Mode of Delivery

- Caulfield (Off-campus)
- Caulfield (Evening)

Contact Hours

2 hrs lectures/wk, 1 hr tutorial/wk

Workload

The workload commitments are 12 hours of study per week for 12 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 completion of 24 credit points of PG level study

Chief Examiner

Professor Frada Burstein

Campus Lecturer

Caulfield

Dr Markus Belkin

Consultation hours: By appointment
Tutors

Caulfield

Hamid Pousti
Consultation hours: By appointment

Michael Niemann
Consultation hours: By appointment
Academic Overview

Outcomes

At the completion of this unit students will:

- understand project management as knowledge based and reflective practice;
- have knowledge of the core disciplines that underpin project management;
- understand how the core disciplines inform the fundamental principles, concepts and standards that guide project management practices;
- be able to formulate the organising principles of the project management function;
- be able to specify the organisational capabilities to support project management;
- have the skills to design and develop an appropriate management structure for the project management function.

Graduate Attributes

Monash prepares its graduates to be:

1. responsible and effective global citizens who:
   a. engage in an internationalised world
   b. exhibit cross-cultural competence
   c. demonstrate ethical values

critical and creative scholars who:

   a. produce innovative solutions to problems
   b. apply research skills to a range of challenges
   c. communicate perceptively and effectively

Assessment Summary

Formal supervised assessment: 50%; In-semester assessment: 50%

<table>
<thead>
<tr>
<th>Assessment Task</th>
<th>Value</th>
<th>Due Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participation tasks</td>
<td>20%</td>
<td>Collated posting: Week 12, Wednesday 17th October, 2012</td>
</tr>
<tr>
<td>Critical Review</td>
<td>30%</td>
<td>Week 10, Wednesday 3rd October, 2012</td>
</tr>
<tr>
<td>Case Study Assignment</td>
<td>50%</td>
<td>Presentation submission: Week 11, Wednesday 10th October, 2012; Report - Week 12, Wednesday 17th October, 2012</td>
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</tbody>
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Teaching Approach

Lecture and tutorials or problem classes

This teaching and learning approach provides facilitated learning, practical exploration and peer learning.
Feedback

Our feedback to You

Types of feedback you can expect to receive in this unit are:

- Informal feedback on progress in labs/tutes
- Graded assignments with comments

Your feedback to Us

Monash is committed to excellence in education and regularly seeks feedback from students, employers and staff. One of the key formal ways students have to provide feedback is through SETU, Student Evaluation of Teacher and Unit. The University's student evaluation policy requires that every unit is evaluated each year. Students are strongly encouraged to complete the surveys. The feedback is anonymous and provides the Faculty with evidence of aspects that students are satisfied and areas for improvement.

For more information on Monash's educational strategy, and on student evaluations, see:

http://www.policy.monash.edu/policy-bank/academic/education/quality/student-evaluation-policy.html

Previous Student Evaluations of this unit

Previous feedback has highlighted the following strengths of this unit: the achievement of learning outcomes with support from the learning resources of the unit, feedback to students and the quality and presentation of the unit subject matter, the learning experience in this unit contributing to success in students studies.

Student feedback has re-iterated these strengths for this unit - and informed improvements to the unit including more discussion of wider-reaching ramifications of reference materials, and the scope and practice of academic writing in the context of assessable written works.

If you wish to view how previous students rated this unit, please go to
## Unit Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Activities</th>
<th>Assessment</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td></td>
<td>No formal assessment or activities are undertaken in week 0</td>
</tr>
<tr>
<td>1</td>
<td>Rethinking project management</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>The context of project management</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Management theory part 1</td>
<td>Assessment task 1 - Participation task 1 - Part 1 due</td>
</tr>
<tr>
<td>4</td>
<td>Management theory part 2</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Organisation theory</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Systems theory part 1</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Systems theory part 2</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Complexity theory</td>
<td>Assessment Task 1 - Participation task 2 due</td>
</tr>
<tr>
<td>9</td>
<td>Organisational learning</td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>Knowledge work</td>
<td>Assessment task 1 - Participation task 1 - Part 2 from Week 10 to Week 12; Assessment Task 2 - Critical Review essay due Wednesday 3rd October 2012</td>
</tr>
<tr>
<td>11</td>
<td>Professionalism and project management</td>
<td>Assessment task 1 - Participation task 1 - Part 2 from Week 10 to Week 12; Assessment Task 3: Case study presentation submission due Wednesday 10th October 2012</td>
</tr>
<tr>
<td>12</td>
<td>Project management as knowledge based practice</td>
<td>Assessment task 1 - Participation task 1 - Part 2 from Week 10 to Week 12(FINAL); Assessment task 3 - Case study report due Wednesday 17th October 2012</td>
</tr>
<tr>
<td></td>
<td>SWOT VAC</td>
<td>No formal assessment is undertaken in SWOT VAC</td>
</tr>
</tbody>
</table>

*Unit Schedule details will be maintained and communicated to you via your MUSO (Blackboard or Moodle) learning system.*
Assessment Requirements

Assessment Policy

Faculty Policy - Unit Assessment Hurdles

Academic Integrity - Please see the Demystifying Citing and Referencing tutorial at
http://lib.monash.edu/tutorials/citing/

Assessment Tasks

Participation

• Assessment 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%
  Criteria for assessment:
  ♦ Reflection on learning during the semester
  ♦ Appreciation of how project management is discussed in the media
  Due date: Collated posting: Week 12, Wednesday 17th October, 2012
  Remarks: Individual task items must be posted during the semester as specified

  Task 1, Part 1 - Week 3
  Task1, Part 2 - from week 10 and week 12
  Task 2 - Week 8

• Assessment task 2

  Title: Critical Review
  Description: Students will be asked to write a 3000 word essay. The essay topics will be specified on the Assignment Sheet.
  Weighting: 30%
  Criteria for assessment: Ability to critically address relevant issues in project management
  Due date: Week 10, Wednesday 3rd October, 2012
Assessment Requirements

• Assessment task 3

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%
Criteria for assessment:
♦ An understanding of how the project was conducted
♦ Application of relevant theoretical perspectives to the analysis and evaluation of the case study project
♦ An understanding of the contribution of the rethinking PM agenda to project capabilities.
Due date:
Presentation submission: Week 11, Wednesday 10th October, 2012: Report - Week 12, Wednesday 17th October, 2012

Assignment submission

It is a University requirement (http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-procedures.html) for students to submit an assignment coversheet for each assessment item. Faculty Assignment coversheets can be found at http://www.infotech.monash.edu.au/resources/student/forms/. Please check with your Lecturer on the submission method for your assignment coversheet (e.g. attach a file to the online assignment submission, hand-in a hard copy, or use an online quiz).

Online submission

If Electronic Submission has been approved for your unit, please submit your work via the VLE site for this unit, which you can access via links in the my.monash portal.

Extensions and penalties

Submission must be made by the due date otherwise penalties will be enforced.


Returning assignments

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

Policies

Monash has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and to provide advice on how they might uphold them. You can find Monash’s Education Policies at: http://policy.monash.edu.au/policy-bank/academic/education/index.html

Key educational policies include:

- Plagiarism (http://www.policy.monash.edu/policy-bank/academic/education/conduct/plagiarism-policy.html)
- Special Consideration (http://www.policy.monash.edu/policy-bank/academic/education/assessment/special-consideration-policy.html)
- Grading Scale (http://www.policy.monash.edu/policy-bank/academic/education/assessment/grading-scale-policy.html)
- Discipline: Student Policy (http://www.policy.monash.edu/policy-bank/academic/education/conduct/student-discipline-policy.html)
- Academic Calendar and Semesters (http://www.monash.edu.au/students/key-dates/)
- and
- Codes of Practice for Teaching and Learning (http://www.policy.monash.edu/policy-bank/academic/education/conduct/suppdocs/code-of-practice-teaching-learning.html)

Student services

The University provides many different kinds of support services for you. Contact your tutor if you need advice and see the range of services available at www.monash.edu.au/students. For Sunway see http://www.monash.edu.my/Student-services, and for South Africa see http://www.monash.ac.za/current/

The Monash University Library provides a range of services and resources that enable you to save time and be more effective in your learning and research. Go to http://www.lib.monash.edu.au or the library tab in my.monash portal for more information. At Sunway, visit the Library and Learning Commons at http://www.lib.monash.edu.my/. At South Africa visit http://www.lib.monash.ac.za/.

Academic support services may be available for students who have a disability or medical condition. Registration with the Disability Liaison Unit is required. Further information is available as follows:

- Website: http://monash.edu/equity-diversity/disability/index.html;
- Email: dlu@monash.edu
- Drop In: Equity and Diversity Centre, Level 1 Gallery Building (Building 55), Monash University, Clayton Campus, or Student Community Services Department, Level 2, Building 2, Monash University, Sunway Campus
- Telephone: 03 9905 5704, or contact the Student Advisor, Student Commuity Services at 03 55146018 at Sunway