

SBM1202 Project Management Fundamentals 4

Project/Program Quality, Risk & Procurement Management

UOS CODE SBM1202	UOS NAME Project Management Fundamentals 4			CREDIT POINTS 6	STATUS Core
SUMMARY	<p>This unit of study focuses on 3 core project/program management knowledge and competency areas, namely (1) project quality management; (2) project risk management; and (3) project procurement management. The aims are to develop basic project management competency with focus on these core areas. In short, students are to develop fundamental knowledge and competency with respect to:</p> <ul style="list-style-type: none"> • Project/program quality management • Project/program risk management • Project/program procurement management • Integration of project/program quality, risk and procurement management <p>The Project Management Body of Knowledge (PMBOK™) treats quality, risk and procurement management as the facilitating areas of project management, in other words used as tools to achieve the scope, time and cost objectives. APIC treats these as tools to achieve the greater goals of the project in terms of financial targets, performance targets and environmental targets. In other words, the focus is shifted from project management to project outcomes and from execution to whole of project life cycle.</p> <p>With respect to project quality management the focus will be on designing and applying an optimum quality management master plan covering the entire project life cycle and using that deriving quality management plans to cover each of the phases of the project/program under consideration in a manner that maximises the attainment of the project business case in an efficient and effective manner. At the highest level quality management activities will have to form part of the overall project administrative and governance plans. However, QM has to address the work that is contributed by any contractor/supplier at any phase and to ensure that the quality of works and services supplied meets or exceeds the targets sets during the strategic phase of the project.</p> <p>With reference to project risk management the focus will be on the delivery of the project business case and achievement of the project objectives. This will shift the focus of risk management from the rather limited view of managing risks during the project/program execution phase. It is treated as a creative and exploratory process to guide the project team in learning new insights about the project and means of mitigating exposure to risk and liabilities.</p> <p>Considering procurement management, the focus will be on the delivery of the business case and the achievement of the project objectives. It will discuss the process for optimum procurement management including complete contractual strategy, design and delivery framework for projects/programs. It includes understanding and designing frameworks for project delivery and supply chain, developing procurement strategies and processes spanning soliciting bids, assessing bids and awarding contracts, on-going contractual management and all associated activities. This workshop is fundamental to understanding the crucial role of quality, risk and procurement management functions as tools in minimisation of deviations to project goals and maximisation of the chances for successful realisation of project/program deliverables and outcomes.</p>				
COURSE CONVENOR	Professor John Woollett				
ASSUMED KNOWLEDGE	Not applicable				
APPROXIMATE WORKLOAD	Weekly Lectures & Tutorials	Team Work	Self Study		Readings
	60 hours	>60 hours	>60 hours		>30 hours
PRE-REQUISITE <i>(course name)</i>	None				
Learning Outcomes	<p>Upon completion of the course, the student should be able to:</p> <ul style="list-style-type: none"> • Demonstrate knowledge and basic competency in relation to quality, risk & procurement management on projects, as per the PMBOK™ requirements • Demonstrate knowledge and basic competency in relation to quality, risk & procurement management applying appropriate tools and techniques • Apply knowledge and tools to projects in the work environment including setting up relevant 				

	<p>systems and controls</p> <ul style="list-style-type: none"> Analyse project situation that involves quality, risk & procurement management and recommend solutions
TARGET COMPETENCIES (Project Management)	<p>At the completion of the Course the student should demonstrate competency in:</p> <p>Strategic Intent Management</p> <ul style="list-style-type: none"> Define/extract quality, risk & procurement management and strategies Develop and or assess project/program quality, risk & procurement management Design and apply systems integration strategies Manage change Maintain and improve project/program quality, risk & procurement management <p>Quality Management</p> <ul style="list-style-type: none"> Define/design project/ program quality management Monitor and improve project/ program quality management <p>Risk Management</p> <ul style="list-style-type: none"> Define/design project/ program risk management Monitor and improve project/ program risk management <p>Procurement Management</p> <ul style="list-style-type: none"> Define/design project/ program procurement management Monitor and improve project/ program procurement management
TARGET COMPETENCIES (Personal and Socio-cultural)	<ul style="list-style-type: none"> Generic: All competencies that are common to all professionals (including cognitive and communication abilities, problem solving and analytical mindset) Leadership: Ability to direct, motivate & manage individuals & teams. Commitment: Ability to dedicate to tasks & to project outcomes. Attitude: Ability to create the right frame of mind that promotes integrity & support for achievement of project goals within a social context. Self Direction: Ability to manage within and without guidelines & processes, and to work without supervision. Learning: Ability to commit to continuous improvement in knowledge, skills & attitude, & to creating new knowledge developing skills & approaches. Cultural Empathy: Ability to respect for & accommodation of individual lifestyle, beliefs & norms. Creativity & Innovation: Capacity to generate new ideas/approaches & make them happen.
MODES OF DELIVERY	<ul style="list-style-type: none"> Lectures and Tutorials two (2) hours per week Team-based learning and project work two (2) hours per week Reflective learning, in tandem with team and project learning.
ASSESSMENT	<p>Theoretical Knowledge</p> <ul style="list-style-type: none"> Formal written mid semester test – 2 hours Formal written end-of -semester test - 2 hours 40% of Total Grade (Individual must achieve 10/20 in each test) <p>Team Project Presentation & Assessment</p> <ul style="list-style-type: none"> Team project submissions (formatted as per specification for the same) 45% of Total Grade (Team Score – must achieve 22.5/100), Project submissions comprise 3 assignments; each carrying 15 marks (must submit each assignment in specified deadline) <p>Viva (Individual Oral Assessment)</p> <ul style="list-style-type: none"> Individuals must submit their Final Report on or before Week 14 15% of Total Grade (Individuals must achieve 10 out of 15 marks to pass the unit of study) Assessment requirements: Final Individual Report (self-reflection and validation of learning outcomes) Individual student must demonstrate level 2 minimum with respect to target learning outcomes Individual student must also demonstrate improvements in socio-cultural and personal capabilities progressively over each successive semester

PRESCRIBED FOR THE COURSE	SELECTED REFERENCES
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PRINTED MATERIALS	Learning material (lecture notes, slides, case study and other material available online). Case project (students' own case project subject to endorsement)	Selected references from EBSCO e-books: <ul style="list-style-type: none"> • SBM1202 Slides • Competency Assessment Tool • E-Library and EBSCO Business Premier • EBSCO e-books • Please see Program section of SBM1202 unit website on the OLS for the latest recommended textbooks and reading list. • PMI, A Guide to Project Management Body of Knowledge (5th edition) • Competency Standards in Project Management (obtained from the Australian Institute of Project Management). • ISO 21500:2012 Guidance on Project Management • IPMA, International Competence Base (ICB) • P2M, Project and Program Management for Enterprise Innovation, PMCC, Japan • Gray and Larson (2006). Project Management with Student CD and MS Project CD. McGraw Hill (ISBN: 0073126993). • Turner, R J. Handbook of Project-based Management, McGraw Hill. • Lewis, J P (1995). The Project Manager's Desk Reference. McGraw-Hill, 1995 (ISBN: 1-55738461-4) • Dinsmore, P C (1993). The AMP Handbook of Project Management. American Management Association, 1993 (ISBN: 0-8144-0106-6)
WEB SITES	No single Web site presents all the necessary knowledge that students need to learn and apply. However, opposite are some useful sites to visit.	Online useful sources of references are: TBA
Software	Not applicable	Students may also wish to use standard software for normal typesetting, graphic design and associated tasks

Weekly Schedule

Week 1	
Time	Activity
1.30 – 3.30 pm	Introduction to SBM1202 Unit of Study Guidance on preparation of Team QA/Work Plan
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Overview of quality, risk & procurement Introduction to Literature Review
Week 1 Deliverable	
Group Tutorial 1 Solution	
Team formation & Case Study Selection	
Week 2	
Time	Activity
1.30 – 3.30 pm	Quality management Group work on tutorial 2
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Guidance on conduct of Activity 1 Teamwork under supervision, Activity 1 Literature Review
Week 2 Deliverable	
Group Tutorial 2 Solution	
Submit Team QA/Work Plan	

Week 3	
Time	Activity
1.30 – 3.30 pm	Quality & Risk management Performance goals and targets for projects and programs
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Group work on tutorial 3, present tutorial 2 solutions Review of Progress on Literature Review & Feedback
Week 3 Deliverables	
Group Tutorial 3 Solution	
Submit Part 1: Literature Review	
Week 4	
9 – 11 am	Activity
1.30 – 3.30 pm	Risk management Project Management Performance Assessment
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Group work on tutorial 4, present tutorial 3 solutions Review of Progress on Literature Review & Feedback
Week 4 Deliverables	
Group Tutorial 4 Solution	
Submit Part 2: Literature Review	
Week 5	
Time	Activity
1.30 – 3.30 pm	Procurement management Tutorial 4, presentations & feedback
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Present Team Literature Review Teamwork to finalise Activity 1 Literature Review
Week 5 Deliverables	
Presentation Slides related to Activity 1	
Submit Team Literature Review	
Week 6	
Time	Activity
1.30 – 3.30 pm	Review of all past lectures and tutorials Revision and sample test questions
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	SBM1202 Test 1
Week 6 Deliverable	
Test 1	
Week 7	
Time	Activity
1.30 – 3.30 pm	Feedback on Mid Semester Test Conduct self and peer competency assessment
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Guidance on Activity 2 Methodology/ Initiation Plan Teamwork under supervision on Methodology/Initiation Plan
Week 7 Deliverable	
Self and Peer Competency Assessment and Self-Reflection	
Week 8	
Time	Activity

1.30 – 3.30 pm	Progress Review, Activity 2 Methodology/ Initiation Plan
	Work on Activity 2, Activity 2 Methodology/ Initiation Plan
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Present Team's Draft Methodology/Initiation Plan
	Teamwork under supervision on Methodology/Initiation Plan
Week 8 Deliverables	
Presentation Slides on Methodology	
Week 9	
Time	Activity
1.30 – 3.30 pm	Present Assignment 2 Team Case Project Methodology & Feedback
	Break
3.30 – 4.00 pm	Guidance on Activity 3, Case Project Strategic Implementation Plan
4.00 – 6.00 pm	Teamwork on Activity 3
Week 9 Deliverables	
Assignment 2 Team Activity 2 Draft Methodology	
Week 10	
Time	Activity
1.30 – 3.30 pm	Review Progress Activity 3, Case Study Strat Project Impl. Plan
	Work on Activity 3, Case Study Strategic Project Implementation Plan
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Present Team's Methodology/Initiation Plan
Week 10 Deliverables	
Presentation Slides and Grading of Activity 2	
Week 11	
Time	Activity
1.30 – 3.30 pm	Guest Lecture: Strategic Project Implementation Plan
	Review Progress Activity 3, Case Study Strat Project Implementation Plan
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Guidance on Activity 3, Case Study Strategic Implementation Plan
	Teamwork on Activity 3
Week 11 Deliverables	
Assignment 3, Strategic Project Implementation Plan	
Week 12	
Time	Activity
1.30 – 3.30 pm	Present Team's Case Study Strategic Project Impl. Plan
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Present Team's Case Study Strategic Project Impl. Plan
Week 12 Deliverables	
Presentation Slides of Project Quality, Risk & Procurement	
Week 13	
Time	Activity
1.30 – 3.30 pm	Review of all theoretical and project studies
	Revision and sample test questions

3.30 – 4.00 pm	Break
4.00 – 6.00 pm	SBM1202 Test 2
Week 13 Deliverable	
Test 2	
Week 14	
Time	Activity
1.30 – 3.30 pm	Final Self and Peer Competency Assessment Self-Reflection
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Compile Evidence and Prepare Individual FRs Present and Discuss a Sample Final Report
Week 14 Deliverable	
Individual Final Reports	
Week 15	
1.30 – 3.30 pm	Individual Viva Schedule
3.30 – 4.00 pm	Break
4.00 – 6.00 pm	Individual Viva Schedule
Week 1	
Time	Activity

	<p>Teamwork</p> <p>A structured learning program will be applied; in summary form it will comprise:</p> <ul style="list-style-type: none"> • An overall process for studying strategic project/program/portfolio management and applying the same to a real life case as advised in the unit's web site; • A program of the learning activities which are part of student's Team Workplan and individual competency acquisition which each student need to conduct flexibly within the unit of study timeline as advised in the unit's web site (detailed schedules are to be developed and submitted as part of the Team Work/QA Plan) • The assignment Brief which is available as a downloadable file. <p>The Learning activities are designed for each team to develop and evaluate a complete manual* for project/program/portfolio management for their case organisation via the following activities:</p> <table border="1" data-bbox="472 1447 1145 1711"> <tr> <td>Start Up Team QA/Workplan & Case Project Selection</td> <td>Activity 1 Literature Review & Best Practice</td> <td>Activity 2 Initiation Plan</td> <td>Activity 3 Final Case Project Strategic Plan</td> </tr> <tr> <td>Submit Case Study, QA/Workplan</td> <td>Submit Assignment 1</td> <td>Submit Assignment 2</td> <td>Submit Assignment 3</td> </tr> </table>	Start Up Team QA/Workplan & Case Project Selection	Activity 1 Literature Review & Best Practice	Activity 2 Initiation Plan	Activity 3 Final Case Project Strategic Plan	Submit Case Study, QA/Workplan	Submit Assignment 1	Submit Assignment 2	Submit Assignment 3
Start Up Team QA/Workplan & Case Project Selection	Activity 1 Literature Review & Best Practice	Activity 2 Initiation Plan	Activity 3 Final Case Project Strategic Plan						
Submit Case Study, QA/Workplan	Submit Assignment 1	Submit Assignment 2	Submit Assignment 3						
<p>COMPETENCY VALIDATION (via evidence and professional interview)</p>	<p>Final Report & assessment</p> <p>Each student must plan to progressively acquire, develop and document the relevant unit of study target competencies. The protocols on the web site for this purpose need to be followed carefully to prepare the required evidence of competency acquisition. The evidence for this unit to comprise a final report in two parts to validate individually the following: specific target unit of study competencies regarding governance and administrative design as well as Leadership and Socio-cultural competencies. These will be assessed separately and both need to show the student's development history using the student's L&D plan as the basis.</p>								

Refer to the following **Schedule of Submissions for submission deadlines***

Start-up	Team QA/Work Plan & Case Project Selection*	Week 2
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Assignment 1	Project Initiation Report (including Literature Review)	Week 5
Online Test 1	Knowledge test on strategic objectives & business case management	Week 6
Assignment 2	Project Planning Report (including Methodology)	Week 8
Assignment 3	Project Delivery Plan Report	Week 11
Online Test 2	Applied theory test on strategic objectives, business case, governance & health check management	Week 13
Final Report	Individual Self Reflection (Competency Assessment) Reports	Week 14
Viva	Individual presentation	Week 15

***Penalties apply for late submissions. The College reserves the right to refuse to accept late submissions & this rule applies in this Subject**

****Students will prepare a single Team/QA Plan to cover SBM1101, 1102 & 1201 units of study enrolled in this semester**

*****All submissions must be submitted through OLS. Emailed submissions will not be marked**

Academic Integrity and Honesty

Following are details and a link to the APIC academic integrity and honesty policy. All students are encouraged to familiarize themselves with the policy, together with other relevant policies, prior to commencing their studies.

APIC believes that academic integrity is based on honesty in all scholarly endeavours. Students must conduct themselves in their academic studies honestly and ethically and are expected to diligently acknowledge the work of others in all academic activities.

A failure to uphold the College's policies and standards of academic honesty and integrity may result in a finding of academic misconduct which can incur serious penalties including a loss of marks, failure of an assessment, failure of the unit, or expulsion from the College.

Academic misconduct includes cheating, collusion, plagiarism, and other conduct that deliberately or inadvertently claims ownership of an idea or concept without acknowledging the source of the information. This includes any form of activity that negates the academic integrity of the student or another student and his or her work.

Detailed information about relevant terms, penalties, and the processes for investigating allegations of academic misconduct, and for appealing a finding is provided in the college's policy.

The full policy can be found at: <http://apiccollege.edu.au/academic-honesty/>