



# PPMP20010 Executing and Closing Projects

## Term 2 - 2024

Profile information current as at 26/06/2024 02:32 pm

All details in this unit profile for PPMP20010 have been officially approved by CQUniversity and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

## General Information

### Overview

This unit will equip you with the knowledge and skills necessary to effectively manage project execution and closure, ensuring that projects are completed on time, within budget, and to the satisfaction of stakeholders. You will learn about various activities involved in executing a project plan, such as managing project resources, monitoring project progress, and controlling project risks. You will learn about the importance of communication and collaboration among team members and stakeholders during the project execution phase. You will be able to identify the practical application of project monitoring, control systems, and the management of issues, such as scope creep, risk, quality, and baseline changes, arising during the execution. You will also learn about the importance of proper project closure, including finalizing deliverables, conducting post-project evaluations, and documenting project outcomes.

### Details

Career Level: *Postgraduate*

Unit Level: *Level 8*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

### Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

### Offerings For Term 2 - 2024

- Brisbane
- Melbourne
- Online
- Sydney

### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Practical Assessment**

Weighting: 40%

#### 2. **Written Assessment**

Weighting: 40%

#### 3. **Online Quiz(zes)**

Weighting: 20%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from Student feedback

**Feedback**

There was a lack of resource availability to support the completion of assessments and facilitate learning for each topic covered.

**Recommendation**

Assessment documentation is to be reviewed and updated to better support students in completing their assessments. Students will be encouraged to do further research.

#### Feedback from Student feedback

**Feedback**

A bit of misalignment was observed between assessments and the lectures. The assessments could be better aligned to the lectures.

**Recommendation**

The lectures and assessment topics are to be reviewed and updated to ensure alignment.

#### Feedback from Student feedback

**Feedback**

Both the tutor and lecturer are very helpful. They have excellent teaching skills to ensure students understand the lesson and tasks.

**Recommendation**

The teaching team will continuously work hard to engage students in the class for comprehensive learning of the best project management practices in real-life fields toward developing skilled manpower for the industry.

#### Feedback from Student feedback

**Feedback**

Students love to have real-life case discussions in class and ensure they are engaged in the lectures.

**Recommendation**

The teaching team will focus on discussing more real-life cases in class with special care. They will also use appropriate teaching techniques to engage students in class.

## Unit Learning Outcomes

### On successful completion of this unit, you will be able to:

1. Explain the processes applied during project executing and closing.
2. Examine and apply project monitoring and control processes to ensure that the project is effectively managed, and status is accurately reported.
3. Discuss and analyse project closure activities.
4. Appraise the success of a project and provide recommendations to improve performance on future projects based on the lessons learned.

This unit will satisfy one of the core requirements for the Australian Computer Society (ACS) accreditation in the postgraduate Information and Communication Technology (ICT) courses. This unit is also part of an accreditation package granted by the ACS. The unit contributes to the required number of academic study units for students wishing to undertake professional certification with the Project Management Institute's (PMI) professional qualifications, such as CAPM or PMP.

The Australian Computer Society (ACS) recognises the Skills Framework for the Information Age (SFIA). SFIA is adopted by organisations, governments and individuals in many countries and provides a widely used and consistent definition of ICT skills. SFIA is increasingly being used when developing job descriptions and role profiles. ACS members can use the tool [MySFIA](#) to build a skills profile.

This unit contributes to the following workplace skills as defined by [SFIA 8](#) (the SFIA code is included)

- Project Management (PRMG)
- Audit (AUDT)
- Risk Management (BURM)
- Governance (GOVN)
- Quality Management (QUMG)
- Stakeholder Relationship Management (RLMT)
- Change Control (CHMG)

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes			
	1	2	3	4
1 - Online Quiz(zes) - 20%	•	•	•	
2 - Practical Assessment - 40%	•	•		•
3 - Written Assessment - 40%			•	•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes			
	1	2	3	4
1 - Knowledge	◦	◦	◦	
2 - Communication		◦		◦
3 - Cognitive, technical and creative skills	◦	◦	◦	◦
4 - Research	◦	◦	◦	
5 - Self-management				◦
6 - Ethical and Professional Responsibility		◦		◦
7 - Leadership				◦
8 - Aboriginal and Torres Strait Islander Cultures				

## Textbooks and Resources

### Textbooks

PPMP20010

#### Supplementary

##### **A Guide to the Project Management Body of Knowledge (PMBOK® Guide)**

7th edition (2021)

Authors: Project Management Institute

Project Management Institute

Newton , PA , USA

ISBN: 9781628256642

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#### Supplementary

##### **Process Groups: A Practical Guide**

(2022)

Authors: Project Management Institute

Project Management Institute

Newtown , PA , USA

ISBN: 9781628257830

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#### Supplementary

##### **Project Management: A Systems Approach to Planning, Scheduling, and Controlling**

12th edition (2017)

Authors: Kerzner, H

John Wiley & Sons, Incorporated

ISBN: 9781119165354

#### Additional Textbook Information

**Recommended readings ( the textbooks above can be purchased, if preferred. The textbooks below are only accessible online at the CQU Library)**

- Directing Successful Projects with PRINCE2 (2018)
- Managing Successful Projects with PRINCE2 (2017)

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- MS Teams

## Referencing Style

All submissions for this unit must use the referencing style: [Harvard \(author-date\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Ghulam Chaudhry** Unit Coordinator

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## Schedule

### Week 1 - Overview of project execution and closure - 08 Jul 2024

Module/Topic	Chapter	Events and Submissions/Topic
<b>Outline</b> <ul style="list-style-type: none"><li>• Overview</li><li>• Assessments</li><li>• Project life cycle</li><li>• Governing a project</li><li>• Executing a project</li><li>• Closing a project or phase</li><li>• PMBOK vs PRINCE2</li></ul>	<b>Readings</b> <ul style="list-style-type: none"><li>• To be provided on the Moodle website</li></ul>	<b>Lecture 1</b> <p>The lecture starts with an overview of the unit and the assessments. It then covers the project life cycle, particularly the executing and closing phases.</p> <b>Tutorial 1</b> <p>After a brief overview of the lecture content, the tutor explains the unit expectations and students' pathways to success. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.</p>

### Week 2 - Project performance management - 15 Jul 2024

Module/Topic	Chapter	Events and Submissions/Topic
<b>Outline</b> <ul style="list-style-type: none"><li>• Project performance management</li><li>• Performance metrics - Directing PRINCE2</li><li>• Performance themes - Managing PRINCE2</li><li>• Project performance management - Process Groups PMI</li><li>• Project performance management - Kerzner</li></ul>	<b>Readings</b> <ul style="list-style-type: none"><li>• To be provided on the Moodle website</li></ul>	<b>Lecture 2</b> <p>The lecture focuses on project performance management and different approaches to managing project performance in various frameworks.</p> <b>Tutorial 2</b> <p>After a brief overview of the lecture content, the tutor engages students in a class exercise. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.</p>

### Week 3 - Earned value management - 22 Jul 2024

Module/Topic	Chapter	Events and Submissions/Topic
<b>Outline</b> <ul style="list-style-type: none"><li>• Earned value analysis (EVA)</li><li>• Earned value analysis - Process Groups PMI</li><li>• Earned value management (EVM) - Managing PRINCE2</li><li>• Earned value management - Australian Standards</li></ul>	<b>Readings</b> <ul style="list-style-type: none"><li>• To be provided on the Moodle website</li></ul>	<b>Lecture 3</b> <p>The lecture focuses on earned value management and its related concepts.</p> <b>Tutorial 3</b> <p>After a brief overview of the lecture content, the tutor engages the students to do some exercises on EVM in project progress reporting. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.</p> <b>Assessment 2 - The students start forming their groups</b>

### Week 4 - Project control systems - 29 Jul 2024

Module/Topic	Chapter	Events and Submissions/Topic
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**Outline**

- What is a control and control system?
- Control scope, schedule, and costs - Process Groups PMI
- Integrated change control - Process Groups PMI
- Change theme - Managing PRINCE2
- Controlling a stage - Managing PRINCE2
- Control processes - Australian Standards

**Readings**

- To be provided on the Moodle website

**Lecture 4**

The lecture covers the control systems applied while managing the projects and also change approaches from various reference works.

**Tutorial 4**

After a brief overview of the lecture content, the tutor presents practical examples of applying several project control systems, and students do some exercises. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.

**Week 5 - Project audits and quality management - 05 Aug 2024****Module/Topic****Chapter****Events and Submissions/Topic****Outline**

- What is a project audit?
- What is project quality?
- Manage and control quality - Process Groups PMI
- Quality management system and audits - Kerzner
- Quality theme and control - Managing PRINCE2

**Readings**

- To be provided on the Moodle website

**Lecture 5**

The lecturer focuses on project audits, quality management processes, quality audits, etc. from various reference works.

**Tutorial 5**

After a brief overview of the lecture content, the tutor engages students in a class exercise. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.

**Assessment 2 - Groups must be finalised with the approval of the tutor.**

**Vacation Week - 12 Aug 2024****Module/Topic****Chapter****Events and Submissions/Topic**

This is a non-teaching week

**Week 6 - Project governance - 19 Aug 2024****Module/Topic****Chapter****Events and Submissions/Topic****Outline**

- What is governance?
- Corporate and project governance
- Project governance principles, types and frameworks
- Governance of portfolios, programs and projects
- Governance of complex projects

**Readings**

- To be provided on the Moodle website

**Lecture 6**

The lecturer focuses on project governance, good governance principles, and framework.

**Tutorial 6**

After a brief overview of the lecture content, the tutor engages students in a situational class activity. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.

**Week 7 - Project resource and procurement management - 26 Aug 2024****Module/Topic****Chapter****Events and Submissions/Topic**



**Outline**

- Project resource management
- Acquire, and control resources - Process Groups PMI
- Acquire, develop, and manage teams - Process Groups PMI
- Project procurement management
- Conduct and control procurement - Process Groups PMI
- Contract types in procurement

**Readings**

- To be provided on the Moodle website

**Lecture 7**

The lecturer focuses on the processes, tools, and techniques in managing project resources and procurement.

**Tutorial 7**

After a brief overview of the lecture content, the tutor engages students in a group activity. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.

**Project Control Reports** Due: Week 7 Friday (30 Aug 2024) 11:45 pm AEST

**Week 8 - Project communication and risk management - 02 Sep 2024****Module/Topic****Chapter****Events and Submissions/Topic****Outline**

- Project stakeholder engagement
- Manage and monitor stakeholders - Process Groups PMI
- Project communications management
- Manage and monitor communications - Process Groups PMI
- Project risk management
- Monitor and control risks - Process Groups PMI

**Readings**

- To be provided on the Moodle website

**Lecture 8**

The lecture covers topics relating to stakeholder management and communication, risk identification and assessment, etc.

**Tutorial 8**

After a brief overview of the lecture content, the students will work on risk identification, analysis, stakeholder engagement, and communication exercises based on a given project document/research paper. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.

**Week 9 - Project work, delivery, and knowledge management - 09 Sep 2024****Module/Topic****Chapter****Events and Submissions/Topic****Outline**

- Direct and manage project work - Process Groups PMI
- Monitor and control project work - Process Groups PMI
- Manage product delivery - Managing PRINCE2
- Project knowledge management
- Manage project knowledge - Process Groups PMI

**Readings**

- To be provided on the Moodle website

**Lecture 9**

The lecture covers topics on monitoring and controlling project work, managing product delivery, and managing project knowledge and its transformation.

**Tutorial 9**

After a brief overview of the lecture content, the students will work on managing project work, delivery, and knowledge on a given project document/research paper. The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.

**Week 10 - Project closure, reviews, and lessons learned - 16 Sep 2024****Module/Topic****Chapter****Events and Submissions/Topic**

**Outline**

- Closing a project or phase - Process Groups PMI
- Authorising project closure - Directing PRINCE2
- Closing a project - Managing PRINCE2
- Project failure and success - Kerzner
- Project reviews and lessons learned

**Readings**

- To be provided on the Moodle website

**Lecture 10**

The lecture explores the processes of closing the project or phase, post-project reviews, and lessons learned.

**Tutorial 10**

After a brief overview of the lecture content, the students engage in exercises (i.e., reading the given project closure report and finding lessons learned). The students also work on inquiry-based learning on a range of given scenarios and multi-choice questions and participate in interactive discussions.

**Critical Analysis Report & Presentation** Due: Week 10 Friday (20 Sept 2024) 11:45 pm AEST

**Week 11 - Professional responsibilities of project managers - 23 Sep 2024****Module/Topic****Chapter****Events and Submissions/Topic****Outline**

- Morality, ethics and corporate culture
- Professional responsibilities
- Professional ethics and code of conduct
- Industry codes of conduct

**Readings**

- To be provided on the Moodle website

**Lecture 11**

The lecturer provides a discussion on the professional responsibilities of the project managers.

**Tutorial 11**

Based on the predefined schedule by the tutor, the oral presentations will be held within the tutorial classes this week.

**Week 12 - Unit review - 30 Sep 2024****Module/Topic****Chapter****Events and Submissions/Topic****Outline**

- Summary and review of the topics covered during the term.

**Lecture 12**

The lecturer provides an overview of the topics covered during the term.

**Tutorial 12**

The oral presentations continue this week as well. The online quiz must also be completed during the tutorial class this week.

**Online Quiz** Due: Week 12 Friday (4 Oct 2024) 11:45 pm AEST

**Review/Exam Week - 07 Oct 2024****Module/Topic****Chapter****Events and Submissions/Topic****Exam Week - 14 Oct 2024****Module/Topic****Chapter****Events and Submissions/Topic**

## Assessment Tasks

### 1 Project Control Reports

**Assessment Type**

Practical Assessment

**Task Description**

This assessment item is an individual assignment and requires you to consider project event-driven and time-driven controls. You are required to examine and analyse a case study in a real-life context and produce the project control reports. The templates for the project control reports will be provided on the Moodle website, which conform to the project progress and control requirements outlined in project

management standards. You will be graded based on your analysis, reflection, and quality of the project control reports.

### **Purpose**

- The primary purpose of this assessment item is to help you develop skills in compiling project control reports.
- The secondary purpose of this assignment is to allow you to consider the role of project control reports within a project life cycle.
- The assignment will also allow you to enhance your analysis and written communication skills; particularly in the areas of structured assignment writing.

### **Structure**

- Your submission should be made using the supplied case study, and project control report templates.

Please note that the re-attempt of this assessment task will not be allowed.

### **Assessment Due Date**

Week 7 Friday (30 Aug 2024) 11:45 pm AEST

### **Return Date to Students**

Week 9 Friday (13 Sept 2024)

Assignment grades will be released along with the feedback.

### **Weighting**

40%

### **Assessment Criteria**

Your assignment will be assessed on the extent and quality to which it meets each of the following criteria:

- A comprehensive analysis and compilation of project control reports (90%)
- Clarity of expression, grammar, spelling, references, etc. (10%)

### **Referencing Style**

- [Harvard \(author-date\)](#)

### **Submission**

Online

### **Learning Outcomes Assessed**

- Explain the processes applied during project executing and closing.
- Examine and apply project monitoring and control processes to ensure that the project is effectively managed, and status is accurately reported.
- Appraise the success of a project and provide recommendations to improve performance on future projects based on the lessons learned.

## **2 Critical Analysis Report & Presentation**

### **Assessment Type**

Written Assessment

### **Task Description**

#### **Overview**

This assessment item is a group assignment.

- You are required to form a group consisting of 3-5 students (ideally 4 students in a group) within your own tutorial class.
- Distance education students can also form groups with other distance education students or complete this assignment individually.
- Groups must be finalised by the end of Week 5 with the consent and approval of your tutor.

Project management in various domains is considered to be a relatively mature discipline. There is an extensive body of knowledge that promotes project management and supports its main objective of delivering successful projects. This knowledge base is supplemented by well-established standards that have been evolving over the years such as PMBOK and PRINCE2 to equip project managers with the

knowledge, tools, and skills to perform their role. Having said that, project delivery in various domains is still unsatisfactory. Many recent studies and audits have revealed that project management fails to deliver successful project outcomes with alarming frequency. Recent data from PMI (Standish, Wrike, et al) shows that approximately 75% of projects fail to meet at least one of their stated baseline objectives. TeamStage 2023 blog states that 70% of all projects fail to deliver what was promised to customers. 42% of companies don't understand the need or importance of project management. 55% of project managers cite budget overruns as a reason for project failure. This should be alarming to project management professionals and practitioners whose main duties are to ensure the successful delivery of projects. Since project management is supposed to improve project delivery, it is essential to fully appreciate the reasons behind project failure. Understanding the reasons for project failure will help protect the project management profession in working towards achieving more consistent project delivery.

This assessment item requires you to consider:

- Project execution compared to the project management plan.
- Project success factors and how they may have changed over the course of the project.
- Reasons for cost and schedule overruns, scope, quality, and other issues.
- Application of project control systems, such as the change control system, etc.
- Stakeholders' influence on project performance.

You must demonstrate your understanding of the above in the context of a real-life case study and submit a critical analysis report. You are encouraged to use assignment output and ideas that you may have developed from the practical assessment within this unit as supporting evidence for your analysis.

### Tasks

- **(Worth 30 marks)** This assignment requires you to examine a significant real-life case study and produce a detailed report that forwards a critical analysis of project control approaches used to ensure the successful completion of the project and stakeholders' influence. The report should include a demonstration of the range of control systems and evaluation of their application and whether or not a poor application of the control systems and lack of stakeholders' management has contributed partially or fully to the project failure. The report should also include recommendations to improve performance on future projects based on the lessons learned from the case study.
- **(Worth 10 marks)** In addition, you are required to give an oral presentation about your written report. Oral presentations will be held during tutorial classes for face-to-face students (via Zoom for distance learning students).

### Purpose

The purpose of this assessment item is to help you develop and demonstrate your skills in the use of project management concepts, principles, theories, and arguments about the project management execution and closing phases. You are particularly required to demonstrate your understanding of the real application of control systems. You must then be able to analyze and argue what type of control systems will enable better or worse project outcomes in the future.

### Written Report

The report should be 4000 words  $\pm$  5% (excluding references and appendices). The report should include the following key sections:

- An executive summary or abstract of the report;
- An introduction to the real-life (partially or fully failed) project and major issues it encountered;
- An explanation of the range of control systems used to monitor and control the project cost, schedule, scope, risks, and quality;
- An analysis of the reasons that explain the cost and/or time overruns or other discrepancies encountered during the project;
- An analysis of the relationship between the problems and reasons you identified and the stakeholders' needs and influence;
- An analysis of the project management actions that could have been taken to better manage and control the project and stakeholders in order to increase the chances for successful project delivery;
- A conclusion that identifies the key lessons that project management can learn from the experience of the project and provides recommendations to improve performance on future projects;
- Self-reflection by each group member for their contribution to the group assignment while

researching, collecting, and analysing the data, and compiling the report.

### **Oral presentation**

Presentations will be held during the tutorial classes in Weeks 11 and 12.

- The presentation should follow a similar structure as per your written report;
- The duration of each group's presentation will be around 15 minutes plus 5 minutes for Q&A;
- Each group member must present an equal part of the presentation to demonstrate their understanding;
- Presentations will be graded based on the individual performance of a group member;
- If a group member is absent from the presentation, he/she will be awarded zero (0) marks for the presentation.

This assessment also involves researching the given case study to enhance your understanding of project management concepts and utilization of academic literature. Whilst you should use the recommended books and standards, you may also refer to relevant peer-reviewed journal articles. You will be expected to present information and evidence from and cite the reading material from the unit. You are also encouraged to cite other material that is peer-reviewed.

Please note that the re-attempt of this assessment task will not be allowed.

### **Assessment Due Date**

Week 10 Friday (20 Sept 2024) 11:45 pm AEST

### **Return Date to Students**

Assignment marks will be released to the students on the day of confirmation of grades.

### **Weighting**

40%

### **Assessment Criteria**

#### **Written Report (Scaled to 30 marks)**

The report will be generally assessed on the quality of the work presented, the extent and coverage of the key aspects, and the understanding of the issues involved. More specifically, your report will be assessed on the extent and quality to which it meets each of the following criteria:

- An executive summary or abstract of the report (5%)
- An introduction to the given real-life project and major issues it encountered (10%)
- An explanation of the range of control systems used to monitor and control the project cost, schedule, scope, risk, and quality (15%)
- An analysis of the reasons that explain the cost and/or time overruns or other discrepancies encountered during the project execution (15%)
- An analysis of the relationship between the problems and reasons you identified and the stakeholders' needs and influences (15%)
- An analysis of the project management actions that could have been taken to better control the project and stakeholders in order to increase the chances for successful project delivery (15%)
- A conclusion that identifies the key lessons that project management can learn from the experience of the project and provides recommendations to improve performance on future projects (10%)
- Self-reflection by each group member for their contribution to the group assignment while researching, collecting, and analysing the data, and compiling the critical analysis report (5%)
- Clarity of expression, grammar, spelling, report format and presentation, in-text citations, references, and referencing style (10%)

#### **Oral Presentation (Scaled to 10 marks)**

- Preparation and consistency of presentation slides (20%) - Group marks
- Evidence of understanding and relevance of the presentation content (40%) - Individual marks
- Response to questions during Q&A (20%) - Individual marks
- Presentation manners: tone, eye contact, fluency, etc. (10%) - Individual marks
- Presentation timing including Q&A (10%) - Group marks

## Referencing Style

- [Harvard \(author-date\)](#)

## Submission

Online

## Learning Outcomes Assessed

- Discuss and analyse project closure activities.
- Appraise the success of a project and provide recommendations to improve performance on future projects based on the lessons learned.

## 3 Online Quiz

### Assessment Type

Online Quiz(zes)

### Task Description

This assessment involves an online quiz that is worth 20% of the unit marks. The quiz will evaluate your knowledge and understanding of topics and material covered during the term.

- Only **one attempt** is allowed.
- The quiz is an **in-class** and **closed-book** exam.
- The quiz will be conducted during your tutorial class in **Week 12**.
- On-campus students must attend their tutorial class in Week 12 to attempt and complete the quiz. Distance learning students will be given a specific timeframe to complete the quiz during a Teams/Zoom session.
- The quiz will be administered by the respective tutors during their tutorial classes in Week 12. Distance learning students will complete the quiz under the supervision of the unit coordinator.
- The quiz open and close dates shown on Moodle are to cater for all the tutorial classes across all campuses and distance learning students as well.
- The quiz will cover the content from **Weeks 1 to 10** (lectures, tutorials, MCQs, and recommended readings).
- The quiz will consist of **30 questions** (a combination of multiple-choice and true/false questions).
- When you attempt the quiz, **3 questions** will be randomly selected from a pool of questions based on each weekly topic and displayed to you. It is very unlikely that two students will receive the same questions.
- Your attempt will have a **time limit of 30 minutes**. Once you start the quiz, the timer will begin to count down and cannot be paused. You must finish your attempt before it expires (open attempts will automatically be submitted).
- The students, who are **absent** from their scheduled tutorial class in Week 12, will receive **zero (0/20) marks** unless an extension has been granted.
- Any attempt to complete the quiz outside of your scheduled tutorial class will result in **zero (0/20) marks**.
- The students will be able to review their attempt and view their marks once the quiz has been closed.
- The re-attempt of this assessment task will not be allowed.

### Number of Quizzes

1

### Frequency of Quizzes

Other

### Assessment Due Date

Week 12 Friday (4 Oct 2024) 11:45 pm AEST

The quiz must be attempted within your tutorial class in Week 12.

### Return Date to Students

The quiz marks will be released after the quiz has been closed.

### Weighting

20%

### Assessment Criteria

- Each question carries equal marks, and there are no penalties for incorrect answers.
- The online quiz will be marked by the Moodle computer program upon submission.

### Referencing Style

- [Harvard \(author-date\)](#)

### Submission

Online

### Learning Outcomes Assessed

- Explain the processes applied during project executing and closing.
- Examine and apply project monitoring and control processes to ensure that the project is effectively managed, and status is accurately reported.
- Discuss and analyse project closure activities.

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



**Be Honest**

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



**Seek Help**

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



**Produce Original Work**

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem