

## Unit of Study Guide: PRJ5002 Enterprise and Resource Planning

### Trimester 3, 2022

#### Overview

*PRJ5002 Enterprise and Resource Planning* encompasses the core project management knowledge areas of project resources, stakeholders, and communication management. The unit focuses on core competency areas needed to identify, acquire, and manage the resources needed for the successful completion of a project. Students develop skills for selecting and using a range of communication styles, tools and techniques in a project environment. In addition, students are introduced to the core competency areas required to analyse stakeholder expectations and their impact on a project. There is a particular emphasis on the role of communication in managing project resources and stakeholders.

<b>Course(s)</b>	Graduate Certificate in Project Management (Grad CertPM) Graduate Diploma of Project Management (Grad DipPM) Master of Project Management and Business (MPMB)
<b>Core or Elective</b>	<b>Core:</b> Grad CertPM; Grad DipPM; and MPMB
<b>Credit Points</b>	8 credit points
<b>Duration</b>	12 weeks (10 teaching weeks; 1 study week; 1 final assessment week)
<b>Level</b>	Postgraduate-Intermediate
<b>Student Workload</b>	Students should expect to spend approximately 13 hours per week over 12 weeks (totaling approximately 156 hours) on learning activities for this unit.
<b>Essential Requirements</b>	Access to MS Project software
<b>Mode(s) of Delivery</b>	On-campus and online
<b>Pre-Requisites</b>	None
<b>Unit Coordinator</b>	As per current <a href="#">timetable</a>
<b>Contact Information</b>	Consultation: 1 hour scheduled session

#### Unit Learning Outcomes

On successful completion of this units, students will be able to:

- ULO1** Identify key aspects of resources, stakeholders, and communication management as per best project management practices.
- ULO2** Apply project management tools and techniques to develop resources, communication, and stakeholders' management plans in different project situations.
- ULO3** Demonstrate project management capabilities in resource planning.
- ULO4** Communicate project management plans to technical and non-technical stakeholders.
- ULO5** Constructively collaborate within a team towards achieving a shared goal.

## Weekly Schedule

Detailed information for each week's activities can be found in the unit's weekly modules in Canvas.

Week	Topic
Week 1	Introduction to the unit & Resource Management- Part 1
Week 2	Resource Management- Part 2
Week 3	Resource Management- Part 3
Week 4	Computer applications for resource planning and management
Week 5	Control Resources
Week 6	Communication Management- Part 1
Week 7	Communication Management- Part 2
Week 8	Stakeholder Management- Part 1
Week 9	Stakeholder Management- Part 2
Week 10	Contemporary topics and selected theories underpinning PM
Week 11	STUDY WEEK
Week 12	ASSESSMENT/EXAMINATION WEEK FOR SPECIFIED UNITS

## Assessments






1. All assessments are compulsory.
2. To pass the unit students must:
  - achieve a total of 50% or more of marks offered; and
  - pass all individual invigilated assessments; and
  - have attempted all assessments.

Where one or more of these requirements are not met, the Board of Examiners will consider a student's overall progress towards meeting the unit learning outcomes and any special circumstances before reaching a decision.

3. The Board of Examiners may grant a supplementary assessment where a student:
  - achieves a total of 45% or more; and
  - has passed all individual invigilated assessments in the unit; and
  - has attempted all assessments; and
  - has a recommendation for supplementary assessment by the Unit Coordinator and the Head of Discipline.

Where one or more of these requirements are not met, the Board of Examiners will consider a student's overall progress towards meeting the unit learning outcomes and any special circumstances before reaching a decision. Attendance and engagement in class will be considered.

4. APIC awards common result grades as set out in the [Award of Grade Policy](#).
5. Detailed information for each assessment can be found on the Unit's Home Page and in the Assessment Brief.

Assessment Task	Type	Weight	Length	Due	ULOs Assessed
<b>Assessment 1: Weekly Quizzes</b> Weekly quizzes of key content areas	Individual  Invigilated	35%	20 mins each (equiv. 3000 words)	Week 2-Week 10	ULO1 ULO3
<b>Assessment 2: Applied Project Report (Project Management Plan)</b> This assessment requires students to work in groups and analyse a real-life project to develop and write a report of HR, Communication and Stakeholders plan	Group 	20%	3000 words	Week 9	ULO2 ULO3 ULO4 ULO5
<b>Assessment 3: Applied Project Report Presentation</b> This assessment requires students to present their report from Assignment 2	Individual  Invigilated 	10%	15 mins (equiv. 1500 words)	Week 10	ULO2 ULO3 ULO4 ULO5
<b>Assessment 4: Case Study</b> A case study related to project human resources, communications, and stakeholders with related questions will be provided. This assessment requires students to work individually on provided project case and answer the related questions with supporting from the literature.	Individual 	35%	2500 words	Week 12	ULO1 ULO2 ULO3 ULO4 ULO5

## Course Reserves

Course Reserve includes all required resources and reading material for the unit of study. You can access Course Reserve via [APIC Library](#) or via the Course Reserve link on the unit's homepage.

## Prescribed text(s):

Larson, E 2020, Ise Ebook Online Access for Project Management: The Managerial Process, McGraw-Hill US Higher Ed ISE, NY. Available from: ProQuest Ebook Central. [20 August 2022].

Project Management Institute 2021, *A guide to the project management body of knowledge*, 7th edn, Project Management Institute, Newtown Square, Pennsylvania.

### Recommended Readings:

- Ajmal, M, Khan, M & Al-Yafei, H 2019, 'Exploring factors behind project scope creep – stakeholders' perspective', *International Journal of Managing Projects in Business*, vol. 12, no. 3, pp. 483- 504.
- Amadi, C, Carrillo, P & Martin, T 2018, 'Stakeholder management in PPP projects: External stakeholders' perspective', *Built Environment Project and Asset Management*, vol. 8, no. 4, pp. 403-414.
- de Nadae, J & Marly, MC 2019, 'Communication Management and Knowledge Management in Complex Projects: A Literature Review', *Revista de Gestão e Projetos*, vol. 10, no. 1, pp. 19-36.
- Erkul, M, Yitmen, I & Celik, T 2019, 'Dynamics of stakeholder engagement in mega transport infrastructure projects', *International Journal of Managing Projects in Business*, vol. 13, no. 7, pp. 1465-1495.
- Guo, J.X 2019, 'Measuring Information System Project Success through a Software-Assisted Qualitative Content Analysis', *Information Technology and Libraries (Online)*, Vol. 38, No. 1, pp. 53-70.
- Iwu, CG, Chapano, M & Twum-Darko, M 2018, 'The impact of high-performance work practices on project performance. A case study of construction companies in South Africa', *Acta Universitatis Danubius.Oeconomica*, vol. 14, no. 1, pp. 45-59.
- Kerzner, H 2017, *Project management: A systems approach to planning, scheduling, and controlling*, 12th edn, John Wiley and Sons, Hoboken, New Jersey.
- Kosztván, Z.T. & Szalkai, I. 2020, 'Multimode resource-constrained project scheduling in flexible projects', *Journal of Global Optimization*, vol. 76, no. 1, pp. 211-241.
- L'Écuyer, F, Raymond, L, Fabi, B & Uwizeyemungu, S 2019, 'Strategic alignment of IT and human resources management in manufacturing SMEs', *Employee Relations*, vol. 41, no. 5, pp. 830-850.
- Ling Florence, YY, Yan, N, Chang, YH & Zhang, Z 2018, 'Human resource management practices to improve project managers' job satisfaction', *Engineering, Construction and Architectural Management*, vol. 25, no. 5, pp. 654-669.
- Moza Tahnoon, AN, Sohal, A, Hawas, Y & Fildes, B 2019, 'Communication, coordination, decision-making and knowledge-sharing: a case study in construction management', *Journal of Knowledge Management*, vol. 23, no. 9, pp. 1764-1781.
- Muszyńska, K 2018, 'A concept for measuring effectiveness of communication in project teams', *Journal of Economics & Management*, vol. 33, no. 3, pp. 63-79.
- Project Management Institute 2017, *A guide to the project management body of knowledge*, 6th edn, Project Management Institute, Newtown Square, Pennsylvania.
- Rajhans, K 2018, 'Effective Communication Management: A Key to Stakeholder Relationship Management in Project-Based Organizations', *IUP Journal of Soft Skills*, vol. 12, no. 4, pp. 47-66.
- Silvius, G & Schipper, R 2019, 'Planning Project Stakeholder Engagement from a Sustainable

- Tursunbayeva, A 2019, 'Human resource technology disruptions and their implications for human resources management in healthcare organizations', *BMC Health Services Research*, vol. 19.
- Yang, RJ, Sajani, J, Chathuri, G, Mehrdad, A, Xiaolong, X & Guomin, Z 2018, 'The evolution of stakeholder management practices in Australian mega construction projects', *Engineering, Construction and Architectural Management*, vol. 25, no. 6, pp. 690-706.
- Zohrehvandi, S., Vanhoucke, M. & Khalilzadeh, M 2020, 'A project buffer and resource management model in energy sector; a case study in construction of a wind farm project', *International Journal of Energy Sector Management*, Vol. 14, No. 6, pp. 1123-1142.

### Other Recommended Resources:

Project Management Journal: <https://journals.sagepub.com/home/pmx>  
 Harvard Business Review: [www.hbr.com](http://www.hbr.com)  
 PM Times: <https://www.projecttimes.com/articles.html>  
 Project Smart: <http://www.projectsart.com/>  
 Project Management Institute: <https://www.pmi.org/>

### Academic Integrity

Ethical conduct and academic integrity and honesty are fundamental to the mission of APIC and academic misconduct will not be tolerated by the College. It is the responsibility of every student to make sure that they understand what constitutes academic misconduct and to refrain from engaging in it. Please refer to APIC's [Academic Integrity Policy](#) for further details.

### Other Important Information and Links

<b>Special consideration</b> If your academic work is impacted by significant documented illness, hardship, or other adverse circumstances beyond your control, you may make an application for Special Consideration. Please refer to the <a href="#">Assessment Policy</a> for further details.	<b>Late submission</b> Penalties apply when work is submitted after the due date without approval. Please refer to the <a href="#">Assessment Policy</a> for information about late submission.
<b>Assessment appeals</b> If you are concerned about a mark you have received for an assessment or final grade, you may apply to formally appeal the grade. Please see the <a href="#">Assessment Policy</a> for further details.	<b>Award of grades</b> APIC awards common result grades, set out in the <a href="#">Award of Grade Policy</a> .

<p><b>Expectations of student conduct</b></p> <p>Students are expected to conduct themselves in a manner that is consistent with a safe and respectful study environment. More information can be found in the <a href="#">Student Code of Conduct</a>.</p>	<p><b>Study resources</b></p> <p>APIC Library and Student Learning Support resources and services can be accessed via the <a href="#">Student Lounge</a> or your <a href="#">Dashboard on the OLS (Canvas)</a>.</p>
<p><b>Student Services</b></p> <p>The Student Services team provides administrative support for students and handles enquiries about enrolment, timetables, important dates and submitting forms. More information can be found on the <a href="#">Student Services page on the OLS (Canvas)</a>.</p>	<p><b>Key dates</b></p> <p>Key dates through the academic year, including teaching periods, census, payment deadlines and exams can be found on the <a href="#">Academic Calendar</a> section of the APIC website.</p>

## Changes and Updates to the Unit of Study Guide

This Unit of Study Guide may be updated and amended from time to time. Students will be notified of any changes to the unit via the Online Learning System (Canvas) space for the unit.

This Unit of Study Guide was last modified on 10 Sep 2022.