

Unit of Study Guide

Unit Code and Title	BUS6012 Project Leadership
Course(s)	Master of Business Administration
Core or Elective	Elective: Master of Business Administration
Credit Points	8 credit points
Duration	12 weeks
AQF Level	9
Student Workload	Students should expect to spend 156 hours on learning activities across the study period. This includes time spent attending scheduled classes, undertaking private study, preparing assessments, and completing examinations.
Essential Requirements	N/A
Modes of Delivery	On campus / Online
Pre- & Co Requisite	Pre-Requisite BUS5003 Information Systems and Industrial Frameworks
Unit Coordinator	
Contact Information	✉: ☎: +61 02 9318 8111 Consultation: By appointment

Unit Description

BUS6012 Project Leadership provides students with integrated knowledge and skills for managing quality and risk, particularly as they relate to procurement management. Students are equipped with essential tools and techniques for incorporating an organisation's quality policy into a project plan. They also develop skills required for risk management planning, response implementation, and risk monitoring. On completion of this unit students will be able to identify and apply the processes necessary for planning procurement activities, identifying project needs, including make-or-buy analysis, determining contract types and analysing the associated risks.

Unit Learning Outcomes (ULOs)

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

- ULO1** Critique key concepts of risk management, quality management, and procurement.
- ULO2** Assess quality requirements based on customer needs and identify quality issues.
- ULO3** Apply quality management tools and techniques to develop a quality management plan
Develop a quality management plan.
- ULO4** Analyse project risks and apply different tools and techniques to develop risk management plan
- ULO5** Develop a project procurement plan.

Course Learning Outcomes (CLOs)

Successful completion of this unit will contribute to the following Course Learning Outcomes (CLOs):

- CLO2** Demonstrated, current, knowledge of research principles and methods applicable to business and project management, and which can contribute to performance improvements.
- CLO5** Cognitive, technical and creative skills to evaluate complex concepts and ideas, with depth in some areas such as finance and information requirements, and to generate relevant complex ideas and abstract solutions.
- CLO8** With creativity and initiative through the resolution of problems and by preparing for and adapting to new situations in professional practices such as planning and decision making.
- CLO10** Through the planning and execution of a substantial research-based project or capstone experience, and the tracking of progress through disciplined project management skills and team management.

Graduate Attributes (GAs)

Successful completion of this unit will contribute to the following APIC Graduate Attributes (GAs):

- GA3 Innovative Problem Solvers and Decision Makers:** APIC graduates will be curious, enquiring and adaptable, embracing and creating change. They will be able to find novel and effective solutions for anticipated and unexpected challenges and make appropriate, timely and justified decisions.
- GA4 Excellent Communicators:** APIC graduates will be able to communicate effectively in oral and written English and collaborate with others to achieve outcomes. They will be able to adapt their communication style to context.
- GA5 Critical and Reflective Thinkers:** APIC graduates will actively reflect on and critique information, decisions, and strategies for continuous improvement.
- GA6 Leaders and Collaborators:** APIC graduates will be able to work effectively in diverse teams that require leadership, collaboration and teamwork skills to achieve outcomes.

Learning and Teaching Approach

Learning and teaching in this unit applies the APIC model of providing transformational learning experiences that are student-centered, collaborative, active, reflective and applied. Key themes embedded into the resources, challenges and assessments are ethical practice, sustainability, evidence-based decision making and real-world applications. Completion of the learning activities for each week will give students the discipline knowledge and skills required to complete the assessments. Successful completion of all assessments demonstrates that the unit learning outcomes have been achieved. Additional support to further enhance students' academic skills is available from the Academic Enhancement team.

Expectations of Students

Students are expected to:

- Prepare for scheduled classes by completing assigned activities
- Attend at least 80% of scheduled classes
- Actively participate in class activities
- Seek clarification and advice from teaching staff as needed
- Attempt all assessments
- Submit assessments on time
- Review and reflect on feedback on assessments and seek clarification about feedback where needed
- Notify the unit coordinator if unable to attend classes and/or submit assessments

Completion of the learning activities for each week will give students the discipline knowledge and skills required to complete the assessments. Successful completion of all assessments demonstrates that the unit learning outcomes have been achieved.

Schedule of Learning and Teaching Activities

	Topic	Learning Activities	Readings
Week 1	Quality Management	<p>Introduction to unit aims, objectives, learning strategies, resources available, timetable, assessment methods and related briefings.</p> <p>Concepts</p> <ul style="list-style-type: none"> • Importance of quality management • Quality paradigm • Dimensions of quality • Quality movement • Approaches to quality improvement- Deming's Wheel <p>Activities</p> <ul style="list-style-type: none"> • Forming group • Students' discussion on the week's concepts 	<p>Kerzner Ch. 20</p> <p>PMBOK Part 8</p>

Week 2	Quality Management (continued)	<p>Concepts</p> <ul style="list-style-type: none"> Quality management concept and process based on PMBOK Relationships among various entity of project quality management Cost of quality <p>Activities</p> <ul style="list-style-type: none"> Quiz based on previous week concepts Students' discussion on the week's concepts 	<p>Kerzner Ch. 20</p> <p>PMBOK Part 8</p>
Week 3	TQM: Principles and Tools	<p>Concepts</p> <ul style="list-style-type: none"> Systems approach to Quality Management Philosophy of TQM TQM focus area Quality award and standard <p>Activities</p> <ul style="list-style-type: none"> Tools for quality control and improvement Quality metrics Quiz 	<p>Kerzner Ch. 20</p> <p>PMBOK Part 8</p>
Week 4	Risk Management	<p>Concepts</p> <ul style="list-style-type: none"> Importance of risk management Attributes of project risk management Definition of risk Tolerance for risk- manager's personality type <p>Activities</p> <ul style="list-style-type: none"> Quiz based on previous week concepts Students'' discussion on the week's concepts 	<p>Kerzner Ch. 17</p> <p>PMBOK Part 11</p>
Week 5	Risk Management (continued) Risk charts, risk register	<p>Concepts</p> <ul style="list-style-type: none"> Risk management plan Risk analysis (qualitative and quantitative) Risk Charts Risk Register <p>Activities</p> <ul style="list-style-type: none"> Quiz based on previous week concepts Students discussion on the week's concepts 	<p>Kerzner Ch. 17</p> <p>PMBOK Part 11</p>
Week 6	Risk Management (Continued)	<p>Concepts</p> <ul style="list-style-type: none"> Risk management process and contingency planning <p>Activities</p> <ul style="list-style-type: none"> Quiz based on previous week concepts Students' discussion on the week's concepts 	<p>Kerzner Ch. 17</p> <p>PMBOK Part 11</p>

Week 7	Buy or Make decision different scenarios	<p>Concepts</p> <ul style="list-style-type: none"> Buy or make decision analysis at strategic and operational levels Case study scenarios from various industries <p>Activities</p> <ul style="list-style-type: none"> Quiz based on previous week concepts Students' discussion on the week's concepts 	<p>Kerzner Ch. 17</p> <p>PMBOK Part 12</p>
Week 8	Procurement Management	<p>Concepts</p> <ul style="list-style-type: none"> Importance of procurement management Procurement strategy Procurement environment Seller's contract management process Procurement process <p>Activities</p> <ul style="list-style-type: none"> Quiz based on previous week concepts Students' discussion on the week's concepts 	<p>Kerzner Ch. 19</p> <p>PMBOK Part 12</p>
Week 9	Procurement Management (Continued)	<p>Concepts</p> <ul style="list-style-type: none"> Contract Management Project contract: Fundamentals and types Introduction to sustainable procurement management Global practice including Australian practice <p>Activities</p> <ul style="list-style-type: none"> Quiz based on previous week concepts Students' discussion on the week's concepts 	<p>Kerzner Ch. 19</p> <p>PMBOK Part 12</p>
Week 10	QRP - An integrated approach	<p>Concepts</p> <ul style="list-style-type: none"> Importance of QRP management <p>Activities</p> <ul style="list-style-type: none"> Revision 	<p>Reading material to be provided</p>
Week 11	Presentations and Defense		
Week 12	Presentation and Defense		

Assessment Information

Assessment	Weight	Due Week	Duration	ULO
1: Project leadership fundamentals (Group) Students will critique general leadership principles as they relate (or do not relate) to project leadership. Following a group collaboration, students will prepare a synopsis of their findings	25%	4	1500 words	ULO1 ULO2 ULO4
2: Leadership defense (Group) Students will present a group a defense of their position and the reasoning behind their conclusions	30%	11-12	20 minutes 2000 words eq	ULO2 ULO4
3: Project Leadership plan (Individual) Students will develop a comprehensive plan for the delivery of a project including quality and risk plans. The report must integrate the leadership issues together with the practical issues	45%	12	3500 words	ULO3 ULO4 ULO5

Resources

Prescribed Text(s):

Kerzner, H 2017, *Project Management: A Systems Approach to Planning, Scheduling, and Controlling*, 12th edn, Hoboken, New Jersey John Wiley & Sons, Inc.

Project Management Institute 2017, *A guide to the project management body of knowledge*, 6th edn, Project Management Institute, Newtown Square, Pennsylvania.

Recommended Readings:

Adler, TR, Pittz, TG & Meredith, J 2016, 'An analysis of risk sharing in strategic R&D and new product development projects', *International Journal of Project Management*, vol. 34, pp. 914-922.

AL-Tmeemy, SMH, Rahman, HA & and Harun, Z 2012, 'Contractors' perception of the use of costs of quality system in Malaysian building construction projects', *International Journal of Project Management*, vol. 30, pp. 827-838.

Basu, R 2014, 'Managing quality in projects: An empirical study', *International Journal of Project Management*, vol. 32, pp. 178-187.

Boateng, P, Chen, Z & Ogunlana, SO 2015, 'An Analytical Network Process model for risks prioritisation in megaprojects', *International Journal of Project Management*, vol. 33, pp. 1795-1811.

Farooq, MU, Thaheem, MJ & Arshad, H 2018, 'Improving the risk quantification under behavioural tendencies: A tale of construction projects', *International Journal of Project Management*, vol. 36, pp. 414-428.

Flyvbjerg, B 2013, 'Quality control and due diligence in project management: Getting decisions right by taking the outside view', *International Journal of Project*

Management, vol. 31, pp. 760-774.

- Jelodar, MB, Yiu, TW & Wilkinson, S 2016, 'A conceptualisation of relationship quality in construction procurement', *International Journal of Project Management*, vol. 34, pp. 997-1011.
- Kim, J, Kang, C & Hwang, I 2012, 'A practical approach to project scheduling: considering the potential quality loss cost in the time–cost tradeoff problem', *International Journal of Project Management*, vol. 30, pp. 264-272.
- Sarigiannidis, L & Chatzoglou, PD 2014, 'Quality vs risk: An investigation of their relationship in software development projects', *International Journal of Project Management*, vol. 32, pp. 1073-1082.
- Van Os, A, Van Berkel, F, De Gilder, D, Van Dyck, C & Groenewegen, P 2015, 'Project risk as identity threat: Explaining the development and consequences of risk discourse in an infrastructure project', *International Journal of Project Management*, vol. 33, pp. 877-888.
- Wang, Y, Cui, P & Liu, J 2018, 'Analysis of the risk-sharing ratio in PPP projects based on government minimum revenue guarantees', *International Journal of Project Management*, vol. 36, pp. 899-909.
- Zhang, Y, Liu, S, Tan, J, Jiang, G & Zhu, Q 2018, 'Effects of risks on the performance of business process outsourcing projects: The moderating roles of knowledge management capabilities', *International Journal of Project Management*, vol. 36, pp. 627-639.
- Zhang, L & Qian, Q 2017, 'How mediated power affects opportunism in owner–contractor relationships: The role of risk perceptions', *International Journal of Project Management*, vol. 35, pp. 516-529.
- Zhang, Y 2016, 'Selecting risk response strategies considering project risk interdependence', *International Journal of Project Management*, vol. 34, pp. 819-830.
- Zhang, Y & an, ZP 2014, 'An optimization method for selecting project risk response strategies', *International Journal of Project Management*, vol. 32, pp. 412-422.
- Zuo, F & Zhang, K 2018, 'Selection of risk response actions with consideration of secondary risks', *International Journal of Project Management*, vol. 36, pp. 241-254.
- Zwikael, O, Pathak, RD, Singh, G & Ahmed, S 2014, 'The moderating effect of risk on the relationship between planning and success', *International Journal of Project Management*, vol. 32, pp. 435-441.

Other Recommended Resources:

City of Sydney, Changing urban precincts:

<http://www.cityofsydney.nsw.gov.au/vision/changing-urban-precincts>

Harvard Business Review: www.hbr.org

Ivey Business Journal: www.iveybusinessjournal.com

McKinsey Quarterly: www.mckinsey.com/quarterly/the-magazine

Project Management Institute: www.pmi.org

The Australian Government's Department Infrastructure and Transport. National Infrastructure Construction Schedule (NICS): <https://www.nics.gov.au/Project>

Transport for NSW: <https://www.transport.nsw.gov.au/projects>

Participation

Students are required to participate in all collaborative work, group work and work integrated activities, such as study tours, industry lead activities and open forums, (a) actively, fully and positively; and (b) in a timely manner. Student contributions to collaborative, group, and work

integrated activities must be meaningful, of value to peers, and follow the specifications of the Unit Study Guide.

Academic Misconduct

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.

Attendance

APIC has a responsibility to ensure that all students enrolled at the College are able to make satisfactory progress through their course, and attending scheduled classes is essential for course progression. For onshore international students maintaining satisfactory attendance in the course and making satisfactory progress with the course are also conditions of the student Visa. APIC therefore monitors the attendance of all students at all scheduled classes and students are required to attend at least 80% of scheduled for units in which they are enrolled, where attendance means that the student is present for the whole duration of the scheduled lecture, tutorial or seminar class. Students are advised that decisions about the award of supplementary assessments will take into account student attendance.

Disclaimer

This unit of study guide may be updated and amended from time to time. Any changes to the unit will be notified to students through the [Online Learning System \(OLS\)](#) for the unit.