Unit of Study Guide: PRJ5002 Enterprise and Resource Planning

Trimester 3, 2023

Unit Description

The PRJ5002 Enterprise and Resource Planning unit is focused on the core project management knowledge areas of resources, stakeholders, and communication management. The unit develops core competencies to identify, acquire, and manage resources needed for the successful completion of a project, and communication skills to effectively manage resources and the needs of stakeholders.

Unit topics introduce enterprise and resource planning and management including using computer applications to support and control resources and processes. Other topics cover communication and stakeholder management, and critically review a range of contemporary project management practice models and approaches.

Through learning and assessment activities, students apply knowledge, techniques, and skills in the management of resources, communication, and stakeholders in different project situations; work collaboratively with others in a team environment and communicate plans to technical and non-technical stakeholders; and analyse and manage stakeholder expectations and their impact on a project.

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

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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.

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Weekly Schedule

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

Week	Topic
Week 1	Introduction to the unit & Resource Management- Part 1; Introduction to unit aims, objectives, learning strategies and resources available: Resource Management Plan
Week 2	Resource Management- Part 2; Estimate activity resources: Acquire resources; Material resources planning and inventory control; Staffing
Week 3	Resource Management- Part 3; Team development and management processes; Virtual project teams; multi-project resource management; HR motivation theories
Week 4	Computer applications for resource planning and management; Introduction to MS project for resource planning Information Management System (IMS), Enterprise Resource Planning (ERP) and MS Project
Week 5	Control Resources; Team management (Conflict management); Resources (human and physical) monitoring and control; Resource requirements for Information system
Week 6	Communication Management- Part 1; Plan Communication Management; Manage Communications; Communication matrix
Week 7	Communication Management- Part 2; Monitor Communications; Communication management in virtual projects and teams
Week 8	Stakeholder Management- Part 1; Identify Stakeholders; Plan (stakeholder analysis); Plan Stakeholders Engagement; Stakeholder register Plan (stakeholder engagement assessment matrix)
Week 9	Stakeholder Management- Part 2; Manage Stakeholder Engagement; Stakeholder engagement plan; Stakeholder matrix (power interest) strategy creation; Monitor Stakeholder Engagement
Week 10	Week 10: Resources; communication and stakeholders planning for Global projects, Mega project, and IT projects; Stakeholders theory
Week 11	STUDY WEEK
Week 12	Final Assessment submission

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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
Assessment 1: Weekly Quizzes Weekly quizzes of key content areas	Individual Invigilated	30%	20 mins each (equiv. 3000 words)	Week 2- Week 10	ULO1 ULO3
Assessment 2: Applied Project Report (Project Management Plan) Group assessment requiring analysis and reporting of a real-life project to develop HR, Communication and Stakeholders plan.	Group	25%	3000 words	Week 9	ULO2 ULO3 ULO4 ULO5
Assessment 3: Applied Project Report Presentation Presentation: Individual and invigilated assessment requiring a presentation of Assessment 2 Report	Individual Invigilated	10%	15 mins (equiv. 1500 words)	Week 10	ULO2 ULO3 ULO4 ULO5

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Assessment 4: Case Study Case study project related to project human resources, communications, and stakeholders. It requires students to work individually and research answer questions with support from a range of relevant 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*, McGraw-Hill US Higher Ed ISE, NY.

Project Management Institute 2021, *The standard for project management and A guide to the project management body of knowledge: (PMBOK® guide),* 7th edition, Newtown Square, Pennsylvania.

Recommended Readings:

Ajmal, M, Khan, M, & Al-Yafei, H 2020, 'Exploring factors behind project scope creep – stakeholders' perspective', *International Journal of Managing Projects in Business*, vol. 13, no. 3, pp. 483–504, doi: 10.1108/IJMPB-10-2018-0228.

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, doi: 10.1108/BEPAM-02-2018-0048.

Nadae, JD & Carvalho, MM 2019, 'Communication Management and Knowledge Management in complex projects: a literature review', *Revista de Gestão e Projetos*, vol. 10, no. 1, pp. 19–36, doi: 10.5585/gep.v10i1.10910.

Erkul, M, Yitmen, I, & Celik, T 2020, 'Dynamics of stakeholder engagement in mega transport infrastructure projects', *International Journal of Managing Projects in Business*, vol. 13, no. 7, pp. 1465–1495, doi: 10.1108/IJMPB-09-2018-0175.

Guo, JX 2019, 'Measuring Information System Project Success through a Software-Assisted Qualitative Content Analysis', *Information Technology and Libraries*, vol. 38, no. 1, pp. 53–70, doi: 10.6017/ital.v38i1.10603.

Kerzner, H 2017, *Project management a systems approach to planning, scheduling, and controlling*, 12th ed., John Wiley & Sons, Inc.,

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Kosztyán, ZT & Szalkai, I 2020, 'Multimode resource-constrained project scheduling in flexible projects', *Journal of Global Optimization*, vol. 76, no. 1, pp. 211–241, doi: 10.1007/s10898-019-00832-8.

L'Écuyer, F, Raymond, L, Fabi, B, & Uwizeyemungu, S 2019, 'Strategic alignment of IT and human resources management in manufacturing SMEs: Empirical test of a mediation model', *Employee Relations*, vol. 41, no. 5, pp. 830–850, doi: 10.1108/ER-09-2018-0258.

Al Nahyan, MT, 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, doi: 10.1108/JKM-08-2018-0503.

Silvius, G & Schipper, R 2019, 'Planning Project Stakeholder Engagement from a Sustainable Development Perspective', *Administrative Sciences*, vol. 9, no. 2, p. 46–, doi: 10.3390/admsci9020046.

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, doi: 10.1108/IJESM-10-2019-0025.

Other Recommended Resources:

Project Management Journal: https://journals.sagepub.com/home/pmx

Harvard Business Review: www.hbr.com

PM Times: https://www.projectimes.com/articles.html

Project Smart: http://www.projectsmart.com/

Project Management Institute: https://www.pmi.org/

Australian Institute of Project Management: https://aipm.com.au/

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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

Special consideration	Late submission
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 Assessment Policy for further details.	Penalties apply when work is submitted after the due date without approval. Please refer to the Assessment Policy for information about late submission.
Assessment appeals	Award of grades
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 Assessment Policy for further details.	APIC awards common result grades, set out in the Award of Grade Policy.
Expectations of student conduct	Study resources
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 Student Code of Conduct.	APIC Library and Student Learning Support resources and services can be accessed via the Student Lounge or your Dashboard on the OLS (Canvas).
Student Services	Key dates
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 Student Services page on the OLS (Canvas).	Key dates through the academic year, including teaching periods, census, payment deadlines and exams can be found on the Academic Calendar section of the APIC website.

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 26 September 2023.