

## PRJ5105 Project Integration and Change Management

### Unit Description

The PRJ5105 Project Integration and Change Management unit provides frameworks to manage project changes and integration of key project elements such as budget, schedule, scope, resources, stakeholders, and deliverables to maximise efficiencies and meet predefined goals.

Unit topics introduce processes involved in the life cycle of a project including phase reviews, gate concepts, and the types of skills required to manage change and integration processes efficiently. Unit topics cover change and configuration management processes, the tracking of changes, project work performance and delivery issues, and leadership.

Through learning and assessment activities, students critique the role of change management to drive organisational success and outcomes; implement tools and techniques to unify and combine project management knowledge areas in an integrated fashion; and evaluate the role of the project manager as change manager and integrator.

<b>Course(s)</b>	Graduate Diploma of Project Management (GradDipPM) Master of Project Management and Business (MPMB)
<b>Credit Points</b>	8 credit points
<b>Duration</b>	12 weeks (10 teaching weeks; 1 revision 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>Mode(s) of Delivery</b>	On Campus/Face to Face
<b>Pre-Requisites</b>	PRJ5001
<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:** Explain the role of project integration management and project change management in project success.

**ULO2:** Implement tools and techniques to unify and combine all the project management knowledge areas together in an integrated fashion.

**ULO3:** Perform integrated change management process and configuration management including communication of ideas and solutions.

**ULO4:** Critically review evidence-based approaches for project management.

**ULO5:** Evaluate the role of the project manager as change manager and integrator.

## 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 Project Management Processes: Phase reviews and Project gates; Key concepts of integration and change management; Project integration management processes; Project Phase Review and Gates
Week 2	Project Integration Management: Vertical and Horizontal Integration; Project Selection Methods; Levels of Integration – Process; Cognitive and Context level; Managing project complexity by Integration; Managing Project Knowledge
Week 3	Performing Integration: Vertical and Horizontal Integration; Project Selection Methods; Levels of Integration - Process, Cognitive and Context level; Managing project complexity by Integration; Managing Project Knowledge
Week 4	Change management- Part 1: Change management definition; Models of Change; Elements of Change Management; Change Management Concepts
Week 5	Change Management- Part 2: Change management versus Configuration Management; Configuration Items; Various stages of change management
Week 6	Configuration Management Processes: Configuration Management Processes; Configuration Management Planning; Configuration Management Tools
Week 7	Tracking the Changes: Change Impact analysis; Incremental effects
Week 8	Managing and Leading Project Execution: Connecting Project Changes to Execution processes; Directing and Managing Project Work; Execution Processes
Week 9	Integration Management – Principles and Performance Domains: importance of Integration process in the project management; Interactions between the various Performance Domains
Week 10	Leadership: Are leaders born or made? Leadership styles and theories, its suitability for creating transformation change; Role of Project Manager in Change Management and as Integrator
Week 11	Revision
Week 12	Final assessment submission

## Assessments

1. All assessments are compulsory.
2. To pass the unit students must:
  - achieve a total of 50% or more of marks offered; and
  - secured 50% or more in 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 an aggregate total of 45% or more but less than 50%; and
  - has 45% or more in all individual invigilated assessments in the unit (weighted average considered for the weekly Quizzes); 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: Quizzes</b> Weekly online quiz of key content areas	Individual  Invigilated 	30%	15 mins each Equiv. 1800 words	Week 3 to Week 9 during tutorial workshop	ULO1 ULO2
<b>Assessment 2: Critical Analysis and Evaluation</b>  This assessment requires students to (a) review the most recent literature on integration and change management (b) critically evaluate the integrative nature of the Project Charter and Project Management Plan and how what gets included in them supports the achievement of project success (c) describe Integration, Change and Configuration Management and which do you think is most important for project success and why?	Group 	30%	3000 words	End of Week 8	ULO2 ULO3 ULO4 ULO5
<b>Assessment 3: Project Management Skills Assessment - Project Plans for Integration Management, Change and Configuration Management - Part A- Report</b>  This assessment requires working individually, students to analyse a real-life project and develop and write a Plan for (a) Integration Management (b) Change Management and (c) Configuration Management	Individual 	30%	3000 words	Week 11 submission of report	ULO1 ULO2 ULO3 ULO4 ULO5

Assessment Task	Type	Weight	Length	Due	ULOs Assessed
<p><b>Assessment 4: Project Management Skills Assessment - Project Plans for Integration Management, Change and Configuration Management - Part B- Presentation</b></p> <p>This assessment requires working individually, and present verbally their plans developed in Part A</p>	<p>Individual              Invigilated  </p>	10%	10 mins verbal presentation Equiv* 1000 words	Week 11 Presentation (Power-point file submission and oral presentation)	ULO1 ULO2 ULO3 ULO4 ULO5

Equiv\* – equivalent word count based on the Assessment Load Equivalence Guide. It means this assessment is equivalent to the normally expected time requirement for a written submission containing the specified number of words.

### 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 Resources:

Davies A. Igberaese, 2022, Introduction to Project Management: *A Source Book for Traditional PM Basics*, CRC Press, doi: 10.1201/9781003230649.

Dattner, F, Bare, I, & Bare, I, 2021, *The Leadership.*, Madman Entertainment, San Francisco, California, USA.

Hartley, S, 2020, Project management: a practical guide to planning and managing projects, Fourth edition., Routledge, London.

McGrath, MR, 2011, *Practical M&A Execution and Integration: A Step-by-Step Guide to Successful Strategy, Risk and Integration Management*, 2nd edn, vol. 5, Wiley, Hoboken.

von Ameln, FF & Claußen, JJ, 2023, 'Change Management', *Gruppe. Interaktion. Organisation. Zeitschrift Für Angewandte Organisationspsychologie*, pp. 1–4, doi: 10.1007/s11612-023-00691-8.

## Other Recommended Resources

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

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

<p><b>Special consideration</b></p> <p>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.</p>	<p><b>Late submission</b></p> <p>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.</p>
<p><b>Assessment appeals</b></p> <p>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.</p>	<p><b>Award of grades</b></p> <p>APIC awards common result grades, set out in the <a href="#">Award of Grade Policy</a>.</p>
<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.