Unit Outline
PRJM6009 Project Management Capstone
Semester 2, 2016

Unit study package code: PRJM6009
Mode of study: Internal
Tuition pattern summary: Note: For any specific variations to this tuition pattern and for precise information refer to the Learning Activities section.
Workshop: 1 x 3 Hours Weekly
This unit does not have a fieldwork component.
Credit Value: 50.0
Pre-requisite units: Nil
Co-requisite units: Nil
Anti-requisite units: Nil
Result type: Grade/Mark
Approved incidental fees: Information about approved incidental fees can be obtained from our website. Visit fees.curtin.edu.au/incidental_fees.cfm for details.
Unit coordinator: Title: Mr
Name: Charles Reynolds
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Teaching Staff: Name: Charlie Reynolds
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Phone: 0400 236 798
Email: G.salm@curtin.edu.au
Location: Building: Geoff.Salm@honeywell.com - Room: Not on campus
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Location: Building: 201 - Room: 320
Learning Management System: Blackboard (lms.curtin.edu.au)

Acknowledgement of Country
We respectfully acknowledge the Indigenous Elders, custodians, their descendants and kin of this land past and present.
Syllabus

The application of knowledge, skills and tools learned from other units within the MSc (Project Management) program to a project. This entails the integrative management of scope, time, cost, quality, risk, communication, procurement, human resources and risk.

Introduction

Welcome to PRJM6009 Project Management Capstone. This unit builds upon and integrates the knowledge, skills and tools learnt in prior units within the MSc (Project Management) program. It is unlike any previous unit in the program. Project Management Capstone does not have weekly lectures. There are 6 workshops (see Calendar for timings) at which lectures will be provided to support assignment work and student presentations made. The capstone is an intensive 14-week project, or part of a project, that is carried out on an individual basis. The materials you will need for this unit are all previous material learnt within the MSc (Project Management) program.

Unit Learning Outcomes

All graduates of Curtin University achieve a set of nine graduate attributes during their course of study. These tell an employer that, through your studies, you have acquired discipline knowledge and a range of other skills and attributes which employers say would be useful in a professional setting. Each unit in your course addresses the graduate attributes through a clearly identified set of learning outcomes. They form a vital part in the process referred to as assurance of learning. The learning outcomes tell you what you are expected to know, understand or be able to do in order to be successful in this unit. Each assessment for this unit is carefully designed to test your achievement of one or more of the unit learning outcomes. On successfully completing all of the assessments you will have achieved all of these learning outcomes.

Your course has been designed so that on graduating we can say you will have achieved all of Curtin’s Graduate Attributes through the assurance of learning process in each unit.

<table>
<thead>
<tr>
<th>On successful completion of this unit students can:</th>
<th>Graduate Attributes addressed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Create a project management plan for a project to a professional standard</td>
<td>![Graduate Attribute Icon]</td>
</tr>
<tr>
<td>2 Apply project management control process to achieve successful outcomes</td>
<td>![Graduate Attribute Icon]</td>
</tr>
<tr>
<td>3 Evaluate dynamic problems from real projects and select, appraise and recommend solutions</td>
<td>![Graduate Attribute Icon]</td>
</tr>
</tbody>
</table>

Curtin's Graduate Attributes

- **Apply discipline knowledge**
- **Thinking skills** (use analytical skills to solve problems)
- **Information skills** (confidence to investigate new ideas)
- **Communication skills**
- **Technology skills**
- **Learning how to learn** (apply principles learnt to new situations) (confidence to tackle unfamiliar problems)
- **International perspective** (value the perspectives of others)
- **Cultural understanding** (value the perspectives of others)
- **Professional Skills** (work independently and as a team) (plan own work)

Find out more about Curtin’s Graduate attributes at the Office of Teaching & Learning website: [ctl.curtin.edu.au](http://ctl.curtin.edu.au)

Learning Activities

On successful completion of this unit students can:

1. Apply and integrate knowledge, skills & tools gained in MSc(Project Management) in the context of one project by creating and applying project management documents to plan and control projects
2. Analyse project management concepts through case studies

What is a Capstone?
In completing this unit students will consolidate and coordinate their learning from previous units in the course to bring them together in a series of submission based around a single project. Capstones continue to grow as an effective learning tool based on traditional university programs in which students enrol in a set of specific, discrete, fragmented units to fulﬁl the requirements of a curriculum. The Capstone is a culminating set of personal and academic experiences at the end of such a program of study to bring all learning within a program of study together and provide a single opportunity through which a student demonstrates accomplishment of program learning objectives.

A Capstone is “the crowning achievement in a student’s academic curriculum” and therefore needs sufﬁcient prior learning upon which the capstone can be built. A ‘true’ capstone is one where students have acquired all knowledge before starting the capstone. Therefore capstones are situated near the end of a program of study. Capstones provide an opportunity to assess what students have learnt in an educational program and how effectively they can apply what they have learnt. A capstone provides a student centred, self-directed, independent learning experience.

Read the following closely because you need to have a project ready for Week 1 of this unit:

A Capstone is a project. It is the responsibility of students to select their capstone project. Projects may originate from students’ work; industry request; or outside personal interests. **Projects are formally proposed by use of a Capstone Proposal template which is submitted in week 1.** The selected project:

- Must be realistic and feasible and students must have the capacity to complete it;
- Must be self-contained and not require integration or interaction with other work;
- Must be initiated, planned, executed, controlled and completed over 14-16 weeks duration of this unit;
- Must be completed on an individual basis; and
- Can be a part of a larger project.

Examples of capstone projects:

- Project related to your work e.g. project presently working on; This can be a phase/part of a larger project. This is the most likely type of capstone project chosen by part-time students working full-time on projects;
- Research project – The project can consist of undertaking some form of research; but, the topic should be of relevance to you personally or your organisation or other organisations (e.g. Curtin University, Charity);
- Project of personal interest e.g. house extension;
- Community/Industry project e.g. fundraising event;

**Capstone Proposal (template: CapstoneProposalForm.docx)**

Week 1 is a workshop to introduce the unit and assist the selection of your capstone project. The ultimate responsibility of selecting the project is with the student. It is essential you consider possible projects prior to attending the workshop. After the workshop, **students have 3 days to complete and email the Capstone Proposal Form** (you can do more than one Proposal if you have more than one project to consider). At the end of the Week 1, a project should be selected and proposal submitted.

**Learning Resources**

**Other resources**

Your most useful resources for this unit and the project on which you will work, are your coursework materials developed on this program to date. The assignment details that follow indicate which units in particular will assist with the preparation and development of each assessment.

You will also see in the Assessment Details that follow, some assessments require the use of a template. For these Assessments you must use the templates provided in the Unit Materials section on Blackboard for this unit. Students will need to refresh their knowledge, skills and tools from previous units in the MSc(Project Management) program, in particular:

- Project Management Overview
- Project Time Management
Assessment

Assessment schedule

<table>
<thead>
<tr>
<th>Task</th>
<th>Value %</th>
<th>Date Due</th>
<th>Unit Learning Outcome(s) Assessed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Management Charter</td>
<td>10 percent</td>
<td>Week: 3, Day: 17 August, Time: Midnight</td>
<td>1</td>
</tr>
<tr>
<td>Project Management Plan</td>
<td>40 percent</td>
<td>Week: 6, Day: 7 September, Time: Midnight</td>
<td>1</td>
</tr>
<tr>
<td>Project Management Progress and Completion Reports</td>
<td>20 percent</td>
<td>Week: 10 &amp; 14, Day: 5 October &amp; 2 November, Time: Midnight</td>
<td>2</td>
</tr>
<tr>
<td>Case Study Report</td>
<td>30 percent</td>
<td>Week: 8 &amp; 12, Day: 21 September &amp; 19 October, Time: Midnight</td>
<td>3</td>
</tr>
</tbody>
</table>

Detailed information on assessment tasks

1. **PROJECT CHARTER (10%)** (Template: ProjectCharter.docx)

   Once the project proposal has been accepted by your lecturer through the Capstone Proposal process, the project management can commence.

   The first step is to produce the project charter. The project charter is the “document approved by the project initiator or sponsor that formally authorises the existence of a project or a phase, and provides the project manager with the authority to apply organisational resources to project activities” (PMBOK). More detail about the project charter can be found in Paper 4 of Project Management 641 (now known as Project Management Overview PRJM6000).

   If your capstone project is part of a larger project, the Charter can refer to either the whole project (most likely) or just the part of the project being undertaken as the capstone project.

2. **PROJECT MANAGEMENT PLAN (40%)** (Template: PMPlan.docx)

   The production of a project management plan is a significant and core component of this unit. Once a project has been formally approved through the Project Charter, it must be planned. The project planning processes culminate in a formal approved document – the Project Management Plan. See Topic 5 (Project Planning) in Project Management 641 for further details. You must produce a Project Management Plan containing the following components:

<table>
<thead>
<tr>
<th>PM Plan - Content</th>
<th>MPM unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction/Background</td>
<td></td>
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</tbody>
</table>
An element of the PM Plan will be a Gantt chart prepared in MS Project for the schedule component of the project management plan. This is to be submitted as a separate electronic file to the Project Management Plan in software format, i.e. *.mpp and not *.pdf.

3. PROJECT REPORTS - Parts A & B  (Templates: Progress Report.docx and Completion Report.docx)

**Part 3A Project Progress Report (10%)**

The Project Progress Report describes in adequate detail the progress made during the project life cycle. See Paper 7 (Project Monitoring & Control) in Project Management 641 for further information. It must contain three parts:

<table>
<thead>
<tr>
<th>Project Progress Report – Content</th>
<th>MPM unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Progress - Scope, Time, Cost &amp; Quality</td>
<td>PM (PRJM6000), TM (PRJM6002), CM (PRJM6001), QM (PRJM6008)</td>
</tr>
<tr>
<td>B. Risk or issues which affected progress</td>
<td>RM (PRJM6003)</td>
</tr>
<tr>
<td>C. Stakeholder actions which affected progress</td>
<td>PM (PRJM6000)</td>
</tr>
</tbody>
</table>

**Part 3B - Project Completion Report (10%)**

Produce a Project Completion Report which must include as a minimum:

1. Brief description of project;
2. Actual performance compared with planned performance - scope, time, cost;
3. Whether the project was considered successful in project management terms;
4. Lessons learned - what went well;
5. Lessons learned - areas for improvement.

4. CASE STUDIES - Parts 4A & 4B, (30% Overall - 15% each)

**Case Study 1 (Part 4A) (15%)**

NB: Case Study 4A has 2 sub-sections:

On BlackBoard under Unit Materials, you will find 2 Case Studies: Fiona Stanley Hospital and TRELIS Project. You are to select ONE of these case studies and complete 2 sub-sections for Assessment:

4A: Sub Section 1:

List briefly (1-2 sentences for each example) TWO (2) separate examples of either project management good-practice or problems within the case study for each of any FIVE (5) of the following nine (9) project management processes: Integration; Scope; Time; Cost; Quality; Human Resource; Communication; Procurement; Risk.

So you are limited to 2 examples for each of 5 project management processes i.e 10 examples (1-2 sentences for each). The aim is for you to forensically analyse the case study and identify and record what project management good-practices/problems exist. This should engender an integrative awareness of the many project management processes that occur in one project. An example of the style of answer is:
4A: Sub-Section 2:
Select TWO examples (from the 10) from 2 different processes of good-practice/problems from your answer in Sub-section 1. For each of these two examples:

- Describe and justify (400-600 words for each example):
  - If it was a good-practice, explain why it is good practice;
  - If it was a problem, explain why it is bad practice;

To support your answers for each example, you must refer to at least two academic references

Case Study 2 (Part 4B)
View the Video “Have Project … Will Manage” under Unit Materials on Blackboard and then answer the 2 following questions:

1. From the project manager’s perspective, identify 1 potential risk event from the TV program project and 1 potential risk event from the TSB project. Reflect on how well each risk was managed (200-300 words for each risk);
2. From the project manager’s perspective, identify 1 stakeholder from the TV program project and 1 stakeholder from the TSB project. Reflect on how well each stakeholder was managed (200-300 words for each stakeholder).

Pass requirements
An overall grade of 50% is required to pass to this unit.
Submission of all assignment work is compulsory and a student cannot pass in this unit without having submitted all assessment tasks. Failure to complete all assessments will result in a Fail-Incomplete grade even if the overall mark is more than 50%. Penalties for late submissions apply and are detailed in the next section.
Students have a right of appeal against academic or administrative decisions affecting them. Remember that disputes can frequently be resolved without going to a formal appeal. Before using a formal appeal procedure, students should discuss any disputed decision with their lecturer and Unit Coordinator before appealing to the appropriate head of school or area.

Fair assessment through moderation
Moderation describes a quality assurance process to ensure that assessments are appropriate to the learning outcomes, and that student work is evaluated consistently by assessors. Minimum standards for the moderation of assessment are described in the Assessment and Student Progression Manual, available from policies.curtin.edu.au/policies/teachingandlearning.cfm

<table>
<thead>
<tr>
<th>PM</th>
<th>GOOD PRACTICE / PROBLEM</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCOPE</td>
<td>Inadequate scope definition due to time pressure</td>
</tr>
<tr>
<td>COST</td>
<td>Ignorance of the need for life cycle costs in business case decisions</td>
</tr>
</tbody>
</table>
Late assessment policy

This ensures that the requirements for submission of assignments and other work to be assessed are fair, transparent, equitable, and that penalties are consistently applied.

1. All assessments students are required to submit will have a due date and time specified on this Unit Outline.
2. Students will be penalised by a deduction of ten percent per calendar day for a late assessment submission (e.g., a mark equivalent to 10% of the total allocated for the assessment will be deducted from the marked value for every day that the assessment is late). This means that an assessment worth 20 marks will have two marks deducted per calendar day late. Hence, if it was handed in three calendar days late and given a mark of 16/20, the student would receive 10/20. An assessment more than seven calendar days overdue will not be marked and will receive a mark of 0.

Assessment extension

A student unable to complete an assessment task by/on the original published date/time (e.g., examinations, tests) or due date/time (e.g., assignments) must apply for an assessment extension using the Assessment Extension form (available from the Forms page at students.curtin.edu.au/administration/) as prescribed by the Academic Registrar. It is the responsibility of the student to demonstrate and provide evidence for exceptional circumstances beyond the student’s control that prevent them from completing/submitting the assessment task.

The student will be expected to lodge the form and supporting documentation with the unit coordinator before the assessment date/time or due date/time. An application may be accepted up to five working days after the date or due date of the assessment task where the student is able to provide an acceptable explanation as to why he or she was not able to submit the application prior to the assessment date. An application for an assessment extension will not be accepted after the date of the Board of Examiners’ meeting.

Deferred assessments

If your results show that you have been granted a deferred assessment you should immediately check OASIS for details.

Supplementary assessments

Supplementary assessments are not available in this unit.

Reasonable adjustments for students with disabilities/health circumstances likely to impact on studies

A Curtin Access Plan (CAP) is a document that outlines the type and level of support required by a student with a disability or health condition to have equitable access to their studies at Curtin. This support can include alternative exam or test arrangements, study materials in accessible formats, access to Curtin’s facilities and services or other support as discussed with an advisor from Disability Services (disability.curtin.edu.au). Documentation is required from your treating Health Professional to confirm your health circumstances.

If you think you may be eligible for a CAP, please contact Disability Services. If you already have a CAP please provide it to the Unit Coordinator at the beginning of each semester.

Referencing style

The referencing style for this unit is Chicago.

More information can be found on this style from the Library web site: http://libguides.library.curtin.edu.au/referencing.

Copyright

© Curtin University. The course material for this unit is provided to you for your own research and study only. It is subject to copyright. It is a copyright infringement to make this material available on third party websites.
Academic Integrity (including plagiarism and cheating)

Any conduct by a student that is dishonest or unfair in connection with any academic work is considered to be academic misconduct. Plagiarism and cheating are serious offences that will be investigated and may result in penalties such as reduced or zero grades, annulled units or even termination from the course.

Plagiarism occurs when work or property of another person is presented as one’s own, without appropriate acknowledgement or referencing. Submitting work which has been produced by someone else (e.g. allowing or contracting another person to do the work for which you claim authorship) is also plagiarism. Submitted work is subjected to a plagiarism detection process, which may include the use of text matching systems or interviews with students to determine authorship.

Cheating includes (but is not limited to) asking or paying someone to complete an assessment task for you or any use of unauthorised materials or assistance during an examination or test.

From Semester 1, 2016, all incoming coursework students are required to complete Curtin’s Academic Integrity Program (AIP). If a student does not pass the program by the end of their first study period of enrolment at Curtin, their marks will be withheld until they pass. More information about the AIP can be found at: https://academicintegrity.curtin.edu.au/students/AIP.cfm

Refer to the Academic Integrity tab in Blackboard or academicintegrity.curtin.edu.au for more information, including student guidelines for avoiding plagiarism.

Information and Communications Technology (ICT) Expectations

Curtin students are expected to have reliable internet access in order to connect to OASIS email and learning systems such as Blackboard and Library Services.

You may also require a computer or mobile device for preparing and submitting your work.

For general ICT assistance, in the first instance please contact OASIS Student Support: oasisapps.curtin.edu.au/help/general/support.cfm

For specific assistance with any of the items listed below, please contact The Learning Centre: life.curtin.edu.au/learning-support/learning_centre.htm

- Using Blackboard, the I Drive and Back-Up files
- Introduction to PowerPoint, Word and Excel

Additional information

Enrolment

It is your responsibility to ensure that your enrolment is correct - you can check your enrolment through the eStudent option on OASIS, where you can also print an Enrolment Advice.

Student Rights and Responsibilities

It is the responsibility of every student to be aware of all relevant legislation, policies and procedures relating to their rights and responsibilities as a student. These include:

- the Student Charter
- the University’s Guiding Ethical Principles
- the University’s policy and statements on plagiarism and academic integrity
- copyright principles and responsibilities
- the University’s policies on appropriate use of software and computer facilities

Information on all these things is available through the University’s "Student Rights and Responsibilities” website at: students.curtin.edu.au/rights.
Student Equity

There are a number of factors that might disadvantage some students from participating in their studies or assessments to the best of their ability, under standard conditions. These factors may include a disability or medical condition (e.g. mental illness, chronic illness, physical or sensory disability, learning disability), significant family responsibilities, pregnancy, religious practices, living in a remote location or another reason. If you believe you may be unfairly disadvantaged on these or other grounds please contact Student Equity at eesi@curtin.edu.au or go to http://eesi.curtin.edu.au/student_equity/index.cfm for more information.

You can also contact Counselling and Disability services: http://www.disability.curtin.edu.au or the Multi-faith services: http://life.curtin.edu.au/health-and-wellbeing/about_multifaith_services.htm for further information.

It is important to note that the staff of the university may not be able to meet your needs if they are not informed of your individual circumstances so please get in touch with the appropriate service if you require assistance. For general wellbeing concerns or advice please contact Curtin's Student Wellbeing Advisory Service at: http://life.curtin.edu.au/health-and-wellbeing/student_wellbeing_service.htm

Recent unit changes

Students are encouraged to provide unit feedback through eVALUate, Curtin’s online student feedback system. For more information about eVALUate, please refer to evaluate.curtin.edu.au/info/.

To view previous student feedback about this unit, search for the Unit Summary Report at https://evaluate.curtin.edu.au/student/unit_search.cfm. See https://evaluate.curtin.edu.au/info/dates.cfm to find out when you can eVALUate this unit.

Recent changes to this unit include:

The assessments have been reviewed and adjusted to provide clarification on student requirements and subsequent feedback.
<table>
<thead>
<tr>
<th>Wk</th>
<th>Date</th>
<th>Topic</th>
<th>Assessment due</th>
</tr>
</thead>
</table>
| 1  | 3 August | **Workshop 1 (introduction)**
   |          | • Introduction to Capstone unit
   |          | • Discuss possible projects. Students need to come prepared with 1 or 2 projects. See unit outline: “Selecting a Capstone Project”
   |          | • Lecture/Tutorial – Creating a Project Charter
   |          | *Online students: contact and discuss possible project with lecturer*
   |          | • Email Capstone Proposal within 72 hours. Obtain approval from lecturer |
| 2  | 10 August| **Work on Project Charter**                                          |                               |
| 3  | 17 August| **Workshop 2 (Project Management Plan)**
   |          | • Student Presentation of their Project Charter
   |          | • Lecture – creating PM Plan                                          |
| 4  | 24 August| **Workshop 3 – Computer lab – Refresher MS Project – 5.30-8.30pm**
   |          | Work on Project Management Plan (and case studies – assignment 4)     |
| 5  | 31 August| **Work on Project Management Plan (and case studies 4A & 4B?)**         | A1 - Charter                  |
| 6  | 7 September| **Workshop 4 (Progress Report)**
   |          | • Student presentation of their PM Plan
   |          | • Lecture – Progress Reports                                          |
| 7  | 14 September| **Work on project and Assignment 4**
   |          | A2 - PM Plan                                                           |
| 8  | 21 September| **Submit Assignment 4A**
   |          | A4A - Case Study 1                                                    |
| 9  | 28 September| **Work on project, Progress Report and Assignment 4B**
   |          |                                                             |
| 10 | 5 October| **Workshop 5 (Project Completion Report)**
   |          | • Student Presentation of their Progress Report
<p>|          | • Lecture: Close-Out Reports                                          |
| 11 | 12 October| <strong>Work on Project Completion Report</strong>                                  |
| 12 | 19 October| <strong>Submit Case Study #2</strong>                                              |
| 13 | 26 October| <strong>Work on Project Completion Report</strong>                                  |</p>
<table>
<thead>
<tr>
<th>14</th>
<th>2 November</th>
<th><strong>Workshop 6 (Review unit)</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>● Student Presentation of their Project Completion Report</td>
</tr>
</tbody>
</table>