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MGMT7169
Management Frameworks for Business Projects "MFBP"
Assessment brief
Semester 2, 2015
Lecturer: John Smyrk

General information

Purpose	This document is intended to serve as a comprehensive brief for the assessment programme adopted for the course.
Context	This document is to be read in conjunction with the Course Outline (see the document: *0A MGMT7169 S2_2015_Course outline h*)—especially the *Assessment* section.
The assessment framework	Assessment for the Course is based on three elements: 1. A major term paper of approximately 2,500/3,000 words (value = 50%). This allows students the opportunity of discussing how all the key elements of the course fit together. 2. A minor term paper of approximately 1,500/2,000 words (value = 35%). This allows students the opportunity of examining in depth a narrow selection of elements from the course. 3. Completion of 4*Tutorial Exercises (TEs) and participation in discussions about these exercises (value=15%)
Scaling	Final marks are based on scaled results—derived from the raw scores for each of the three assessment elements. **Scaling is done so that the overall performance of the class with respect to previous years is fairly represented by the distribution of final grades**.

Assignment submission

Presentation of Assignments	Assignments are submitted via Wattle—as either Microsoft files or PDFs. All students are required to keep a copy of assignments. If an assignment is mislaid, you will be required to provide a copy.
Style & Referencing	The use of strict, professional expression is expected—primarily in the case of the Minor Term Papers. **(In most instances references will not be relevant to Major Term Papers or to TEs).** The Harvard or Oxford referencing styles are to be used. Links to documentation on proper referencing methods are available from the ANU Library website: http://anulib.anu.edu.au/lib_home.html. Another document provided as a course resource may prove useful: *0C Ed Russell's Guide to Referencing Coursework Assignments.pdf*
Submission / transmission of assessment documents	All documents associated with MFBP assessment are to be submitted through Wattle—using the relevant Assignment inbox. Returned documents (such as marked assignments) will also be sent to students via Wattle.
Schedule of assignment deadlines for MFBP	A schedule of deadlines for MFBP assignments is provided at the end of this Brief.
Extensions & penalties	Extensions and late submission of assessment pieces are covered by the Student Assessment (Coursework) Policy and Procedure.

Major Term Paper

Purpose	The major term paper is to take the form of an *initial business case* (NOT a *project plan*) for a project selected as an individual case study by each student. (The difference between a business case and project plan will be discussed in considerable detail during the course). A business case draws on most of the core concepts covered in the course and so this assignment allows students to show how all these elements fit together and inter-relate.
Value (%)	50
Suggested length	Approximately 2,500/3,000 words (excluding appendices). These bounds may be changed in particular cases by agreement with the lecturer.
Candidate case studies	Students have considerable freedom in selection of a case study for the business case including: • A hypothetical project. • A real project (proposed, under way or completed). • A project in which the student has a particular interest. • Many students adopt a real project being undertaken by their employer—thus serving two purposes (meeting the requirements of MFBP and assembling a document that can be employed in a business setting). **This approach is strongly encouraged**.
Structure	The precise structure may vary from student to student—but in most cases it will be based on the templates discussed in the lecture dealing with Initiation. While there is no universally "correct" structure for a business case, there are grades of suitability. Some elements would be regarded as absolutely essential in all cases (such as a thorough and complete coverage of target outcomes), while the detail provided for other elements (such as a proposed governance model) would vary according to the project in question. The suitability of the structure assembled for your business case will be used as a grading criterion.
Deadlines for the approval of a case study for the Major Term Paper	To ensure that each selected project is suitable as a case study, all students must take two steps before starting work on their Major Term Papers: • **By 1700-Sat-22-Aug:** submit for approval (via email to the lecturer john.r.smyrk@smscience.com) the **name** of your proposed project. This should take the form of a short (100 word max) email without any attachments simply identifying the project (possibly with a short description if the context is not obvious). • **By 1700-Sat-5-Sep:** submit for approval (via email to the lecturer john.r.smyrk@smscience.com) a proposal for your project (in the form of **a draft scoping statement**—to be covered in week #7). This should take the form of a simple document attached to an email—using the "3 boxes" format of a scoping statement as discussed in class. **Neither of these requires a cover sheet or any referencing.** These steps serve as a safety mechanism to avoid two undesirable situations: • Trivial projects that do not allow a proper exploration of related MFBP elements. • Complex projects that do not allow thorough treatment of all core MFBP elements.

Filenaming convention for Major Term Papers	All MFBP assignments are to be submitted as files named in accordance with a set of filenaming conventions. Major term papers are to be submitted as files with names of the form: MajorTP“ ” <familyname>“ ”<firstname>“ ”<document id>“ ” <v>.<ext> where: • “MajorTP” identifies this as a major term paper. • “ ” is a space. • <document id> indicates (with a title of your own choice) whether this document is the business case proper (or a supporting appendix). Typical values for <document id> are: “business case”, “appendix” or something else. • <v> indicates your version number of the file. The default value is “a”. Second and subsequent versions (where they apply) will show: “b”, “c”, ... • “<ext>” indicates the extension code for the file you have assembled—such as “doc”, “pdf” “docx” … For example: *MajorTP nurke fred Risk register c.xls* is version “c” of one of the appendices for Fred Nurke’s major term paper (a risk register in this case)—formatted as a Word 2007 spreadsheet.
Due date and submission details	Major Term Papers are to be prepared as Microsoft Office documents (or PDFs) and submitted via Wattle by **1700-Wed-28-Oct-15**.
Core marking criteria	• Suitability (for a funding decision) of the structure adopted for the document . • Appropriateness (to inform a funding decision) of coverage of each section. • Consistency of approach to concepts, terms, frameworks and models with those covered in course.
Return of term papers	Marked term papers will be returned to students via Wattle after final results for the course have been published.

Minor term paper

Purpose	The minor term paper is to take the form of a detailed report on one or two of the core concepts covered in the course and so this assignment allows students the opportunity of examining in depth a narrow selection of MFBP elements.
Value (%)	35
Suggested length	1,500/2,000 words. These bounds may be changed in particular cases by agreement with the lecturer—especially when the selected topic is associated with a real-life exercise being conducted in the workplace.
Candidate topics	You are encouraged to propose your own topic—**however your discussion must draw heavily on the material covered in the course**. Some students have run into difficulty in the past because they have not established strong (or in some cases, *any*) connections between their paper and the concepts discussed in the course. Possible candidate topics for minor term papers include: • Discussion of how one of the concepts from the Course could be applied to a real life project (completed, current or proposed). • A critique of selected elements of a live project—using concepts covered in the Course. • A critique of an element found in an existing methodology—using concepts covered in the Course. • An appraisal of the existing approach to project management in a (real life) organisation—using a narrow selection of concepts covered in the Course. • Comparison of a selected technique from the Course with an alternative treatment from another source (reference book or methodology). • A discussion of a concept covered in the Course—illustrated with real life examples. • A discussion of the relationship between two or more Course concepts
Structure	Minor term papers should recognise a structure of headings such as that suggested here—or a variant appropriate to the agreed topic. In the past, some grades have suffered because assignments have not included essential sections—such as the statement of purpose. **A. Purpose.** A short statement about the purpose of your paper. This may take any one of a number of forms such as: • Supporting a particular proposition. • Explaining a concept. • Illustrating the application of a tool or technique. • Offering a critique of a view, approach, concept or technique. • Summarising the learnings from a case study. • Making some recommendations. **B. Audience.** To what type of audience is the paper is directed: a novice, a senior manager who knows nothing about projects management, a PM practitioner …?

	C. Context. Briefly explain why the topic you are discussing is important to the management of business projects. **D. Summary.** Provide a short executive summary of the way you have structured the main discussion in your paper and the conclusions you have reached. **E. Discussion of the topic.** Ensure that this is logical, clear and readable. Don't be afraid to supplement your text with diagrams. **F. Appendices.** Keep these to a minimum. Only include material that is directly relevant to the logic of your paper.
Deadline for submission of proposals for Minor Term Papers	To ensure that each selected topic is suitable, all students must submit a proposal for their minor term papers for approval by the lecturer. The proposal is to include: the topic, the purpose of the paper, the target audience and an overview of the intended discussion. (It should not, at this stage, commit to a detailed structure). **By 1700-Sat-5-Sep:** submit for approval a proposal for your Minor Term Paper topic—in the form of a simple email identifying the topic—supported with a short (50 word) description of your intended coverage. **This does not require a cover sheet or any referencing**. In many cases, submission of the proposal will then trigger an email dialogue with the lecturer—to refine the proposed topic before approval. **No substantive work should be done on the minor term paper until your proposal has been formally approved by the lecturer**.
Filenaming convention for Minor Term Papers	All MFBP assignments are to be submitted as files named in accordance with a set of filenaming conventions. Minor term papers are to be submitted as files with names of the form: MinorTP“ ” <familyname>“ ”<firstname>“ ”<document id>“ ” <v>.<ext> where: • “MinorTP” identifies this as a minor term paper. • “ ” is a space. • <document id> indicates (with a title of your own choice) whether this document is the report proper (or a supporting appendix). The values for <document id> are: “report”, “appendix” or something else. • <v> indicates your version number of the file. The default value is “a”. Second and subsequent versions (where they apply) will show: “b”, “c”, ... • “<ext>” indicates the extension code for the file you have assembled. Usually the extension will be one of: “doc”, “pdf” or “docx”. For example: *MinorTP wong jason report b.docx* is version b of Jason Wong's report (formatted as a Word 2010 document).
Due date and submission details	Minor Term Papers are to be prepared as Microsoft Office documents (or PDFs) and submitted via Wattle by **1700-Wed-14-Oct-15**.

Core marking criteria	Suitability (for the stated purpose of the paper and target audience) of the structure adopted for the document. Appropriateness (for the stated purpose of the paper and target audience) of coverage of each section. Consistency of approach to concepts, terms, frameworks and models with those covered in course.
Return of term papers	Marked term papers will be returned to students via Wattle after final results for the course have been published.

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Tutorial exercises (TEs)

Purpose	The tutorial exercises (TEs) take the form of **short** memos in which students summarise key issues associated with the key topics covered in selected classes. They are intended to encourage thorough follow-up study to each class and participation in class discussion.
Topics	The TEs appear in the slides that form part of the notes for selected week—as identified in the table below entitled *Schedule of assignment deadlines for MFBP/2015*.
Structure	Completed TEs are to take the form of short, sharp sentences that offer summary answers (as bullet-points) to the questions posed each week. These exercises will, in general, be of less than one (sparse) page.
Due date and submission details	TEs are discussed towards the end of the classes in which they are set—and are to be submitted (as either Microsoft Office documents or PDFs via Wattle. **by 1700 on the Sunday before the following the class.**
Filenaming convention for Tutorial exercises	All MFBP assignments are to be submitted as files named in accordance with a set of filenaming conventions. TEs are papers are to be submitted as files with names of the form: TE<w>“ ”<familyname>“ ”<firstname>.<ext> where: •TE identifies this as a Tutorial Exercise. • “ ” is a space. • <w> is a number that indicates the week in which this exercise is to be submitted and discussed. • “<ext>” indicates the extension code for the file you have assembled. Usually the extension will be one of: “doc”, “pdf” or “docx”. For example: *TE4 clarke jeremiah.pdf* is tutorial exercise 4B submitted by Jeremiah Clarke (as a PDF).
Value (%)	15
Suggested length	Please refer details provided in class notes. In general the exercises require only bullet-point summaries. **Short, succinct “memo-style” responses are expected**.
Core marking criteria	Appropriateness of answers provided for questions posed in exercises. **A “wrong” answer does not necessarily mean a poor mark—the emphasis is on your application of MFBP tools.** Consistency of approach to concepts, terms, frameworks and models with those covered in course.
Return of marked tutorial assignments & feedback	In general, **marked tutorial assignments will only be returned to students who appear to be struggling with any of the topics that are covered**. The bulk of feedback will take the form of each student’s observations about the issues raised in class discussion.

Schedule of assignment deadlines for MFBP/2015

Class week #	Deadline	What is to be submitted?	Where are details to be found of what is to be submitted?
4	1700-Sun-9-Aug	Tutorial exercise #A.	Last slides in notes for Class #2
6	1700- Sat-22-Aug	For approval (as a short email) **the name of the project** you have selected as the case study for your Major Term Paper.	Brief for Major Term Paper (above)
7	1700-Sun-30-Aug	Tutorial exercise #B.	Last slides in notes for Class #5
Break	1700-Sat-5-Sep	1. For approval (as a short email) your **proposal** for a Minor Term Paper topic. 2. A proposal (**in the form of a draft scoping statement**) for the project approved as the case study for your Major Term Paper	Brief for Minor Term Paper (above) Brief for Major Term paper (above)
10	1700-Sun-4-Oct	Tutorial exercise #C.	Last slides in notes for Class #8
11	1700-Wed-14-Oct	Minor Term Paper	Brief for Minor Term Paper (above)
13	1700-Sun-25-Oct	Tutorial exercise #D.	Last slides in notes for Class #11
13	1700-Wed-28-Oct	Major Term Paper	Brief for Major Term Paper (above)