

## Unit of Study: PRJ5105 Project Integration and Change Management

### Overview

PRJ5105 Project Integration and Change Management provides students with the knowledge and skills to identify, define, combine, unify, and coordinate processes and activities within the project management process groups. Students learn about the importance of change management and the process of guiding, equipping, and supporting individuals to adopt change to drive organizational success and outcomes. The unit further highlights the skills required by the project manager to perform integration management with oversight on all project activities in efficiently implementing changes; both to the organization or to ongoing projects.

<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 (totalling approximately 156 hours) on learning activities for this unit.
<b>Mode(s) of Delivery</b>	On Campus / blended
<b>Pre-Requisites</b>	PRJ5001
<b>Unit Coordinator</b>	as per current <u><a href="#">timetable</a></u>
<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
Week 2	Project Life Cycles
Week 3	Performing Integration
Week 4	Change Management- Part 1
Week 5	Change Management- Part 2
Week 6	Configuration Management Processes
Week 7	Tracking the Changes
Week 8	Project Work performance and Delivery Domain
Week 9	Integration Management – Principles and Performance Domains
Week 10	Leadership
Week 11	Revision
Week 12	Final assessment submissions and presentations

## Assessments





- All assessments are compulsory.
- 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.
- 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	ULO's Assessed
<b>Assessment 1: Quizzes</b> Weekly online quiz of key content areas	Individual    Invigilated	30%	15 mins each Equiv. 1200 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	Individual 	30%	3000 words	Week 11 submission of report	ULO1 ULO2 ULO3 ULO4 ULO5

Assessment Task	Type	Weight	Length	Due	ULO's Assessed
Management and (c) Configuration Management					
<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 created in Part A</p>	<p>Individual</p> <p> Invigilated</p> <p></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):

Project Management Institute 2021, A guide to the project management body of knowledge, 7th edn, Project Management Institute, Newtown Square, Pennsylvania.

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

### Highly recommended Readings:

Claudia, M 2005, *Project manager's spotlight on change management*, John Wiley & Sons, UK.

### Other Recommended Resources:

Abou CH, Tannir, A & Ashi, AT 2017, 'Validating the integration among project management knowledge areas in Lebanon', *International Journal of Innovation, Management and Technology*, vol. 8, no. 1, pp. 38-42.

Demirkesen, S & Ozorhon, B 2017, 'Impact of integration management on construction project management performance', *International Journal of Project Management*, vol. 35, no. 8, pp. 1639–1654.

Harvard Business Review: [www.hbr.com](http://www.hbr.com)

PM Times: <https://www.projecttimes.com/articles.html>; Project Management Institute 2013, *Managing change in organisations: A practice guide*. Project Management Institute Inc., Newtown Square, Pennsylvania.

Project Management Institute 2007, *Practice standard for project configuration management*. Project Management Institute Inc., Newtown Square, Pennsylvania.

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

Project Smart: <http://www.projectsart.com/>

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

Yu, J, Yang, Q. and Yang, N 2019, 'Analyzing organization-to-project Interfaces in the integration management of engineering projects.' *IOP Conference Series: Materials Science and Engineering*, vol. 690, No. 1, p. 012015, IOP Publishing.

## 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>

### **Student Services**

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**

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 19 September 2022.