Techniques for Business Project Management

MGMT-3002

Semester 2 2018  6 Units  In Person Delivery  Modified 16/08/2018

Contact Information

Convenor and Lecturer: Devin Clementi

Email: devin.clementi@anu.edu.au

Office Hours

Weekly on Tuesday (from 24/7)
Tuesday, 10:00 AM to 11:30 AM, Room 1074, Crisp Building (near RSM office)

or by appointments

Research School of Management: STUDENT OFFICE

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Office: Room 1088, Level 1, LF Crisp Building 26
Website: https://www.rsm.anu.edu.au/ (https://www.rsm.anu.edu.au/)

Phone:
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02 6125 9839

College of Business and Economics: STUDENT OFFICE

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Office: Level 2, Building 26C

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1300 732 120 Within Australia
+612 6125 3807 International

Description

The course will introduce project management approaches, processes and tools for succeeding in the workplace. It will attempt to provide a strategic view, as well as practical tools to better manage projects. The focus of this course is on the development, use and integration of management tools and their adjustment to the project environment. Throughout the course, the emphasis is on taking a managerial view of the situation and implementing tools to support decision making.

Requisites

To enrol in this course you must have completed 72 units.

Learning Outcomes
Upon successful completion of the requirements for this course, students will be able to:

- LO1- Have an understanding of the organisational context and environment within which project management operates.
- LO2- Have an understanding of the project management framework and common tools.
- LO3- Have a strategic perspective with respect to the linkages and interrelationships of strategic deployment and project management.
- LO4- Are able to examine contemporary issues in project management both globally and in Australia.

In addition, the course will provide students with an opportunity:

- to develop oral and written communication skills through active participation in class discussion
- the development and presentation of oral and written reports
- formal and informal classroom debate
- develop critical and creative thinking skills through exercises and assignments requiring analysis, evaluation, interpretation and synthesis
- debate and classroom discussion
- to develop leadership skills through structuring an independent group project
- leading a project and a group exercise
- fulfilling spokesperson duties, reporting on a group’s activities to a class

**Schedule**

**RESEARCH-LED TEACHING**

This course will integrate the latest research on issues related to project management with practical tools and techniques. In particular, students are required to read selected research papers and participate in discussions in class. Additionally, in groups, students are required to review and analyse the literature on a topic of their choices. All these together can enhance students’ analytical capability and bridge the gap between theory and practice.

**FEEDBACK:**

**Staff Feedback**

Students will be given feedback in the following forms in this course:

1. Feedback on in-class group exercises will be provided in the following week.
2. Students are also encouraged to email the lecturer with their specific questions about the courses and assignments. Emails will be responded in a reasonable time frame. Please do not send the lecturer the draft assignments, but only the specific questions.
3. Groups are encouraged to meet with the lecturer on a regular basis for the progress of group assignments.
4. Written comments will be provided in the returning assignments.

**Important:** Most updates and announcements for this course will be circulated via emails and/or Wattle site. Please ensure that your official ANU email address is effective and have access to Wattle.

**Student Feedback**

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.

<table>
<thead>
<tr>
<th>When</th>
<th>Topic</th>
<th>Notes</th>
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<tbody>
<tr>
<td><strong>Lecture/In-class Exercises</strong></td>
<td><strong>Week 1 (23 July)</strong></td>
<td>• Course introduction • Basics of projects: definition, characteristics and life cycle; • Project management overview</td>
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<td>See Wattle for required readings</td>
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<td><strong>Due date:</strong></td>
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<td>• In class: group formulation for A2;</td>
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<td>• By 4pm on 27 July (Friday): Complete your self-introduction on Wattle</td>
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<tr>
<td><strong>Lecture/In-class Exercises</strong></td>
<td><strong>Week 2 (30 July)</strong></td>
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<td></td>
<td>Project outputs vs outcomes; Project governance model</td>
<td>See Wattle for required readings</td>
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<td><strong>Due this week:</strong></td>
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<td>• Before seminar: complete all required readings;</td>
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<td>• In-class: A2 group formulation and project selection</td>
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<tr>
<td><strong>Lecture/In-class Exercises</strong></td>
<td><strong>Week 3 (6 Aug)</strong></td>
<td>Project Initiation; Project Planning (Scope Management, WBS and Project Scheduling)</td>
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<td>See Wattle for required readings</td>
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<td><strong>Due this week:</strong></td>
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<td>• Before seminar: complete all required readings;</td>
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<tr>
<td><strong>Lecture/In-class Exercises</strong></td>
<td><strong>Week 4 (13 Aug)</strong></td>
<td>Project planning (MSP, Project Scheduling and Resource Management)</td>
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<td>See Wattle for required readings</td>
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<td><strong>Due this week:</strong></td>
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<td>• Before seminar: complete all required readings;</td>
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<tr>
<td><strong>Lecture/In-class Exercises</strong></td>
<td><strong>Week 5 (20 Aug)</strong></td>
<td>Project Planning (resource management and human resource)</td>
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<td>See Wattle for required readings</td>
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<td><strong>Due this week:</strong></td>
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<td>• By Friday (24 Aug) 4 pm: A1 Topic Analysis Report due via Turnitin</td>
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<td>• Before seminar: complete all required readings;</td>
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<td>• In-class: MSP Computer Lab arrangement</td>
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<td><strong>Lecture/In-class Exercises</strong></td>
<td><strong>Week 6 (27 Aug)</strong></td>
<td>Project Planning (Cost Management and Resource Management)</td>
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<td>See Wattle for required readings</td>
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<td><strong>Due this week:</strong></td>
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<td>• Before seminar: complete all required readings;</td>
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<tr>
<td><strong>Two Week Teaching Break</strong></td>
<td><strong>3 - 14 Sept</strong></td>
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<tr>
<td><strong>MSP Computer Lab (To be confirmed)</strong></td>
<td><strong>Week 7 (17 Sept)</strong></td>
<td>• MS Project Computer lab (to be confirmed)</td>
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<td>See Wattle for required readings</td>
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<td><strong>Due date:</strong></td>
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<td>• TBA</td>
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<tr>
<td><strong>Lecture/In-class Exercises</strong></td>
<td><strong>Week 7 (17 Sept)</strong></td>
<td>Project Risk Management, Cost Management and Time-Cost trade offs</td>
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<td>See Wattle for required readings</td>
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<td>• Before seminar: complete all required readings;</td>
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<tr>
<td><strong>Lecture/In-class Exercises</strong></td>
<td><strong>Week 8 (24 Sept)</strong></td>
<td>• Project Control and Closure</td>
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<td>See Wattle for required readings</td>
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<td><strong>Due date:</strong></td>
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<td>• Before seminar: complete all required readings;</td>
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<td>When</td>
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<td>Public holiday</td>
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<td>Consultations hours per normal schedule but no class on Monday.</td>
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<td>Week 9 (1 October)</td>
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<tr>
<td>Group Presentations</td>
<td>A2.1: Project Presentations</td>
<td>See Wattle for required readings</td>
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<td>Week 10 (8 Oct)</td>
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<td>Due date:</td>
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<td>• Before seminar: complete all required presentation preparation;</td>
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<td>• In class: A2.1 Group Project Plan (Presentation)</td>
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<tr>
<td>Lecture/In-class</td>
<td>Human factors in project management • Project management vs culture</td>
<td>See Wattle for required readings</td>
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<tr>
<td>Exercises</td>
<td></td>
<td>Due date:</td>
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<tr>
<td>Week 11 (15 Oct)</td>
<td></td>
<td>• Before seminar: complete all required readings;</td>
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<td>• By 4 pm on Friday (19 Oct): A2.2 Project Plan</td>
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<td>Due via Turnitin</td>
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<tr>
<td>Lecture/In-class</td>
<td>Course Summary and Review Session</td>
<td>Activities/Readings:</td>
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<tr>
<td>Exercises</td>
<td></td>
<td>• All course materials</td>
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<tr>
<td>Week 12 (22 Oct)</td>
<td></td>
<td>Due date:</td>
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<td></td>
<td></td>
<td>• Before seminar: complete all required readings;</td>
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</tbody>
</table>

### Materials


Note: an earlier or a newer version of this textbook will do. Just let me know if you cannot find the corresponding section numbers for the required readings in the earlier edition.

**Required article reading:** (Subject to Updates, see Wattle)


**Additional Recommended Reading (optional)**


**Assessment Overview**
### Summary

<table>
<thead>
<tr>
<th>Type</th>
<th>Weight</th>
<th>Learning Outcome</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>A1: Literature review report</td>
<td>20%</td>
<td>LO4</td>
<td>Individual Assessment</td>
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<td></td>
<td>Due date: Week 5, Friday (24 Aug), 4pm</td>
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<td>Form of submission: Must be through Turnitin - link on Wattle page. For individual assignment submissions, you are allowed to submit only a single WORD or PDF file. Please name your file as: Assessment Title_your UID (e.g., A1.1_u12345679). Return of assessment: Typically one week after submission</td>
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<tr>
<td>A2.1 Group Project Plan (Presentation)</td>
<td>10%</td>
<td>LO1, LO3</td>
<td>Group Assessment</td>
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<td>Due date: In class, Monday Week 10.</td>
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<td>Form of submission: Group presentations. Final PPT slides must be included as the appendix in your group's written report (A2.2). Return of assessment: Typically two weeks after submission.</td>
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<tr>
<td>A2.2: Group project plan (written report)</td>
<td>20%</td>
<td>LO2</td>
<td>Group Assessment</td>
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<td>Due date: Week 11, Friday (19 Oct), 4pm</td>
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<td>Form of submission: Must be through Turnitin - link on Wattle page. For group assignments, only one submission is required for each group. Please submit only a single WORD or PDF file and name your file as: Assessment Title_your group's project name (e.g., A2_Project name). Return of assessment: Typically two weeks after submission.</td>
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<tr>
<td>A3 Individual Final Exam</td>
<td>40%</td>
<td>LO2</td>
<td>Individual Assessment</td>
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<td>Due date: During exam period</td>
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<td>Form of submission: 2-hour exam (closed book) Return of assessment: After release of final grades</td>
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<tr>
<td>Task 4: Class Contribution</td>
<td>10%</td>
<td>LO1, LO4</td>
<td>Individual Assessment</td>
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<td>Due date: Ongoing</td>
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<td>Form of submission: Contribute to classroom debate and discussion.</td>
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</tbody>
</table>

### Grading Scale

According to the ANU policy on assessment ([https://policies.anu.edu.au/ppl/document/ANUP_004603](https://policies.anu.edu.au/ppl/document/ANUP_004603)), the standards that apply to High Distinction, Distinction, Credit and Pass in all coursework courses are as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Range</th>
<th>Notes</th>
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<tbody>
<tr>
<td>HD</td>
<td>80-100%</td>
<td>Work of exceptional quality, as demonstrated in the attainment of learning outcomes at or above the relevant qualification level</td>
</tr>
</tbody>
</table>
Assessment Task 1: Literature Review Report (Individual Assessment): A1

Details of task:

Choose one topic from the following list and conduct a literature review. A topic selection activity will be arranged through Wattle. If you intend to work on a topics not included in the following list, please discuss with the lecturer.

- For the assignment, please use recent articles to make sure that you have the most recent knowledge on the selected area. The results should add significant value to the discussions held in class, using multiple sources. The preference orders of references: A*/A journal articles, other-ranking journal articles, conference proceedings, industry standards and other online sources. Ranking of journals articles is available on Wattle.
- Reference styles should follow APA style. More information is available: https://owl.english.purdue.edu/owl/resource/560/01/.
- Report should follow the general formatting rules which is available on Wattle.
- List of project management areas: (Note: Areas suggested below are broad. You are suggested to choose a more specific sub-topic within the selected area)
  1. Project performance
  2. Project benefit management (also known as benefit realization management)
  3. Project scope management
  4. Project schedule management
  5. Project resource management
  6. Project cost management
  7. Project quality management
  8. Project team development (note the focus on project context)
  9. Project-based organisations
  10. Others (discussed with the lecturer) (Note: Project risk management will be used for workshop; so you are not allowed to work on that topic)

Individual assessment or Group task: Individual

World limit: Less than 2,000 words (excluding tables, figures, references and appendices) with 10% flexibility.

Presentation requirements:

The written report should include the following sections:

1. Introduction.
   - The definition of your topic (e.g., what is project schedule mgmt.)
   - The significance of the selected topic (e.g., why project schedule mgmt. is important to PM)

2. Research methodology.
   - Explain the methodology by which this literature review is conducted (e.g., the key words used and the initial search results, the article selection criteria etc).
3. Analysis of relevant literature on the selected topic.
   - Determine and define the research themes (i.e., areas of research focuses) for analysis
   - Categorize prior research into the corresponding themes; and present their key findings

4. Theoretical implications.
   - What are the research gaps and future research directions?

Submission date: 4 pm, Friday (24 Aug), Week 5

Form of submission: Turnitin

Due date for return of assessment: Typically one week from the due date

Marking Criteria: See Wattle for details.

Assessment Task 2.1: Group Presentations: A2.1 Group Project Plan (Presentation)

Details of task:
Form a group and choose a project from your organization or your private life. Implement the proper tools and techniques covered in this course to develop a detailed project plan. Sections to be included in this plan are listed in the description of Assignment 2.2. (Note: It is highly recommended that you consult with the Lecturer before you start to work on your A2)

This assignment has two components: (1) A2.1: Group project presentations and (2) A2.2: Complete Project Plan. Detailed requirements and the marking criteria for each of them are provided separately.

Individual assessment or Group task: Group

World limit: 20 mins for each group (15 mins for presentation and 5 mins for Q&A) (Subject to change)

Presentation requirements:
*Rule of thumb: Project owner and steering committee have agreed to fund your project at a high level. You are now showing them the detailed project plan for their final approval.

Prepare power point slides (or posters) to assist you with the presentation. The presentation should discuss the key results from the topic analysis.

Each group has 15 minutes for its presentation, followed by a Q&A session for 5 minutes. As we are restricted in time, please ensure you finish your presentation within the allocated time. An unfinished presentation will result in losing points off your grade.

All members of a group should be involved in the presentation, but they may take different roles.

Submission date: in class, Week 11

Due date for return of assessment: Typically one week from the due date (subject to changes depending on the final enrollment number)

Marking Criteria: see Wattle for details

*The presentation will be marked by the Lecturer, as well as by all other students in class. The average of all students’ marks will count for 30% of your final presentation mark; while the Lecturer’s mark will count for the remaining 70%.

Assessment Task 2.2: Group Written Report: A2.2 Group Project Plan-Complete Report

Details of task: This is the complete project plan developed for your group's selected project.

Individual assessment or Group task: Group
World limit: Less than 4,000 words (excluding tables/figures/appendices/references) with 10% flexibility

Presentation requirements:

Organize your complete work according to the following sections. Detailed required information for each section will be provided in class.

1. Executive summary
2. Project background
3. Project description
   3.1 Project outputs and target outcomes
3.2 Project governance model
4. Work breakdown structure (WBS)
5. Project schedule management plan
6. Project resource management plan
7. Project cost management plan
8. Conclusions (managerial recommendations)

Submission date: 4 pm on 19 Oct (Week 11)

Due date for return of assessment: Typically two weeks from the due date

Marking Criteria: See Wattle for details

Assessment Task 3: Final Exam: A3: Final Exam

Details of task: A 2-hour exam. The exam will be closed book and a mix of short answers and scenario analysis questions. More details will be disclose during the course.

All Examination information will be communicated directly to students by the ANU Examinations Office.

Individual assessment or Group task: Individual

Submission date: during exam period

Due date for return of assessment: After release of final grades

Marking Criteria: more details will be discussed in class

Assessment Task 4: In class contribution: A4: Class Contribution

Details of task:

You are expected to attend seminars and contribute to in-class activities and discussions. This mark will be awarded at the Lecturer’s discretion based your individual contributions to in-class discussions. Please be noted that raising and answering questions and/participate in in-class discussions does not automatically guarantee a high level of contribution. Your inputs must add significant intellectual value to our discussions. Such examples may include, but are not limited to, raising and answering substantive issues and questions, sharing relevant ideas, observations and personal experiences and pointing out relationships to earlier topics and discussions.

Individual assessment or Group task: Individual

World limit: N/A.
Presentation requirements: N/A
Submission date: Ongoing
Due date for return of assessment: Ongoing
Marking Criteria: As above

Detailed Course Information

ADDITIONAL COURSE COSTS:

There are no additional costs required for the course.

REFERENCING:

Submissions should use the APA referencing style. See Wattle for more information.

Course Expectations

Announcements

Students are expected to check the Wattle site for announcements about this course, e.g. changes to timetables or notifications of cancellations. Notifications of emergency cancellations of lectures or tutorials will be posted on the door of the relevant room.

Tutorial and/or Seminar registration

Tutorial and/or Seminar registration is done through the course Wattle page. Detailed information about sign-up times will be provided on Wattle or during the first lecture by the course convener.

When tutorials/seminars are available for enrolment:

1. Log-on to Wattle, and go to the course site.
2. Click on "Tutorial sign-up here" link
3. On the right of the screen, click "Become Member of ..." for the tutorial/seminar class you wish to enrol in.
4. Confirm your choice.

If you need to change your enrolment, click on the tab "Leave group..." and then re-enrol in another group.

You will not be able to enrol in groups that have reached their maximum number.

Please note that your enrolment in ISIS must be finalised for you to have Wattle access.

Extensions and penalties


You may be granted extensions for assessment pieces that are not examinations or take-home examinations by applying for an extension via the RSM Office. Information on the application process can be found [https://www.rsm.anu.edu.au/education-programs/education-programs/notices-for-students/extension-application-procedure/](https://www.rsm.anu.edu.au/education-programs/education-programs/notices-for-students/extension-application-procedure/)

The application must include all supporting documentation and will be assessed by the Research School of Management’s Deputy Director (Education). You will be notified by your Course Convenor if an extension has been approved.

Late submission of assessment tasks without an extension are penalised at the rate of 5% of the possible marks available per working day or part thereof. Late submission of assessment tasks is not accepted 10 working days after the due date, or on or after the date specified in the course outline for the return of the assessment item.

If a Course Convener determines that late submission of assessment tasks is not accepted for a coursework course, this
information is included in the course outline.

**Special consideration for assessments**

Special consideration is the process by which an examiner takes extenuating circumstances into consideration during the marking of an assessment item.

Information on special assessment consideration and the application process can be found at: [http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration](http://www.anu.edu.au/students/program-administration/assessments-exams/special-assessment-consideration).

The application and include all supporting documentation must be submitted via ISIS before being assessed by the Course Convener or the Research School of Management’s Deputy Director (Education).

**Identify your Assignment with your Student Number only**

When submitting your assignment please ensure that it contains your student number in the file name and on the first page. Please do not put your name anywhere in your assignment.

**Resubmission of assignments**

You are allowed to resubmit your assignments before the specific deadlines. Any submission done after the deadline will be considered as a late submission and the above listed penalty conditions will apply.

**Returning assignments**

All assignments will be marked and where appropriate feedback will be provided either:

- in class, or
- in person by appointment with the course lecturer, or
- via the course Wattle site.

**Referencing requirements**

See any specific requirements under Assessment Items or as instructed by the Course Convener.

The Harvard, APA or Oxford referencing styles are often used. Links to documentation on proper referencing methods are available on the course website or from the Academic Skills website: [http://www.anu.edu.au/students/learning-development/academic-integrity/referencing](http://www.anu.edu.au/students/learning-development/academic-integrity/referencing).

**Deferred examinations**

A deferred examination is the sitting of an examination at a time other than the scheduled time/date.

Wherever possible a student should sit their examination at the prescribed time, and if necessary apply for special assessment consideration for the marking of the examination.

Information on deferred examinations and the application process can be found at: [http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations](http://www.anu.edu.au/students/program-administration/assessments-exams/deferred-examinations)

Decisions on applications relating to examinations are made by the Examinations Office. You will be notified by the Examinations Office if your application has been approved.

After receiving notification that a deferred examination has been granted, it is the responsibility of the student to confirm the date/time/location for that examination with the Examination Office directly.

**Finalisation of Marks and Grades**

Your final mark for the course will be based on the raw marks allocated for each of your assessment items. However, your final mark may not be the same number as produce by that formula, as marks may be scaled. Any scaling applied will preserve the rank order of raw marks (i.e. if your raw mark exceeds that of another student, then your scaled mark will exceed the scaled mark of that student), and may be either up or down.
**Use of Assignments as exemplars and grade moderation**

An important resource for enhancing educational quality is a stock of student work which can be de-identified and used as exemplars for future students in ANU courses, and for grade moderation exercises for teaching staff. If you do not wish your assignment to be used for such purposes please include a note to that effect on the front page of the assignment.

**ANU Policies**

ANU has educational policies, procedures and guidelines, which are designed to ensure that staff and students are aware of the University’s academic standards, and implement them. You can find the University’s education policies and an explanatory glossary at: [http://policies.anu.edu.au/](http://policies.anu.edu.au/)

Key policies include:

- Code of Practice for Student Academic Integrity
- Student Assessment (Coursework) Policy and Procedure
- Undergraduate Award Rules
- Graduate Award Rules
- Student Surveys and Evaluations Policy

**Assessment Requirements**

The ANU is using Turnitin to enhance student citation and referencing techniques, and to assess assignment submissions as a component of the University’s approach to managing Academic Integrity. For additional information regarding Turnitin please visit the [ANU Online](http://anuonline) website.

Students may choose not to submit assessment items through Turnitin. In this instance you will be required to submit, alongside the assessment item itself, copies of all references included in the assessment item.

As a further academic integrity control, students may be selected for a 15 minute individual oral examination of their written assessment submissions.

Any student identified, either during the current semester or in retrospect, as having used ghost writing services will be investigated under the University’s Academic Misconduct Rule.

**Student Feedback**

ANU is committed to the demonstration of educational excellence and regularly seeks feedback from students. One of the key formal ways students have to provide feedback is through Student Experience of Learning Support (SELS) surveys. The feedback given in these surveys is anonymous and provides the Colleges, University Education Committee and Academic Board with opportunities to recognise excellent teaching, and opportunities for improvement.


**Student Support Services**

Students experiencing academic or personal problems are welcome to discuss these with any member of the Faculty or to utilise the ANU’s student support services links to which can be found at [http://students.anu.edu.au/](http://students.anu.edu.au/), including:

- Academic Skills and Learning Centre at [https://academicskills.anu.edu.au/](https://academicskills.anu.edu.au/)
- the Counselling Centre at [http://counselling.anu.edu.au/](http://counselling.anu.edu.au/)

**Privacy Notice**

The ANU has made a number of third party, online, databases available for students to use. Use of each online database is conditional on student end users first agreeing to the database licensor’s terms of service and/or privacy policy. Students should read these carefully.
In some cases student end users will be required to register an account with the database licensor and submit personal information, including their: first name; last name; ANU email address; and other information.

In cases where student end users are asked to submit ‘content’ to a database, such as an assignment or short answers, the database licensor may only use the student’s ‘content’ in accordance with the terms of service – including any (copyright) licence the student grants to the database licensor.

Any personal information or content a student submits may be stored by the licensor, potentially offshore, and will be used to process the database service in accordance with the licensors terms of service and/or privacy policy.

If any student chooses not to agree to the database licensor’s terms of service or privacy policy, the student will not be able to access and use the database. In these circumstances students should contact their lecturer to enquire about alternative arrangements that are available.