



# PPMP20009 *Leading Lean Projects*

## Term 2 - 2018

Profile information current as at 17/05/2022 02:22 pm

All details in this unit profile for PPMP20009 have been officially approved by CQU University and represent a learning partnership between the University and you (our student). The information will not be changed unless absolutely necessary and any change will be clearly indicated by an approved correction included in the profile.

### General Information

#### Overview

Leading Lean Projects will develop your hard and soft skills in project management methodologies and core principles of the lean approach in project management. You will discover the evolving nature of lean principles and explore how project management concepts can be embedded in a continuous improvement initiative. You will learn about leadership competencies that are crucial for delivering successful projects. You will be presented with case studies that highlight the methodologies and lean principles and how they can affect project outputs and outcomes. You will familiarise yourself with the use of common management control systems to illustrate how to successfully lead and deliver lean transformations for projects.

#### Details

Career Level: *Postgraduate*

Unit Level: *Level 9*

Credit Points: 6

Student Contribution Band: 10

Fraction of Full-Time Student Load: 0.125

#### Pre-requisites or Co-requisites

There are no requisites for this unit.

Important note: Students enrolled in a subsequent unit who failed their pre-requisite unit, should drop the subsequent unit before the census date or within 10 working days of Fail grade notification. Students who do not drop the unit in this timeframe cannot later drop the unit without academic and financial liability. See details in the [Assessment Policy and Procedure \(Higher Education Coursework\)](#).

#### Offerings For Term 2 - 2018

- Brisbane
- Distance
- Mackay
- Melbourne
- Perth
- Sydney

#### Attendance Requirements

All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

#### Website

[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

## Class and Assessment Overview

### Recommended Student Time Commitment

Each 6-credit Postgraduate unit at CQUniversity requires an overall time commitment of an average of 12.5 hours of study per week, making a total of 150 hours for the unit.

### Class Timetable

#### [Regional Campuses](#)

Bundaberg, Cairns, Emerald, Gladstone, Mackay, Rockhampton, Townsville

#### [Metropolitan Campuses](#)

Adelaide, Brisbane, Melbourne, Perth, Sydney

### Assessment Overview

#### 1. **Written Assessment**

Weighting: 40%

#### 2. **Written Assessment**

Weighting: 40%

#### 3. **Online Quiz(zes)**

Weighting: 20%

### Assessment Grading

This is a graded unit: your overall grade will be calculated from the marks or grades for each assessment task, based on the relative weightings shown in the table above. You must obtain an overall mark for the unit of at least 50%, or an overall grade of 'pass' in order to pass the unit. If any 'pass/fail' tasks are shown in the table above they must also be completed successfully ('pass' grade). You must also meet any minimum mark requirements specified for a particular assessment task, as detailed in the 'assessment task' section (note that in some instances, the minimum mark for a task may be greater than 50%). Consult the [University's Grades and Results Policy](#) for more details of interim results and final grades.

## CQUniversity Policies

**All University policies are available on the [CQUniversity Policy site](#).**

You may wish to view these policies:

- Grades and Results Policy
- Assessment Policy and Procedure (Higher Education Coursework)
- Review of Grade Procedure
- Student Academic Integrity Policy and Procedure
- Monitoring Academic Progress (MAP) Policy and Procedure – Domestic Students
- Monitoring Academic Progress (MAP) Policy and Procedure – International Students
- Student Refund and Credit Balance Policy and Procedure
- Student Feedback – Compliments and Complaints Policy and Procedure
- Information and Communications Technology Acceptable Use Policy and Procedure

This list is not an exhaustive list of all University policies. The full list of University policies are available on the [CQUniversity Policy site](#).

## Previous Student Feedback

### Feedback, Recommendations and Responses

Every unit is reviewed for enhancement each year. At the most recent review, the following staff and student feedback items were identified and recommendations were made.

#### Feedback from PM Discipline committee

**Feedback**

Unit content needs to better reflect evolution of project management industry best practices (i.e. PMBOK v6).

**Recommendation**

Revise all unit content to be more pertinent to lean project management processes and revise unit title accordingly.

#### Feedback from Student evaluation

**Feedback**

Weekly portfolios to be marked rather than only marking the final consolidated portfolio.

**Recommendation**

Provide students with a better explanation for the purpose of weekly portfolio submissions.

#### Feedback from Student evaluation

**Feedback**

Enhance PowerPoint slide content.

**Recommendation**

Reduce overlapping of content with material from other units and increase written content on slides.

#### Feedback from Student evaluation

**Feedback**

Provide more practical examples of processes and procedures.

**Recommendation**

Use YouTube videos and journal articles to help link unit content to practical examples.

#### Feedback from Student evaluation

**Feedback**

Timing of assignments (all due in the latter part of the term).

**Recommendation**

Revise submission dates to allow students appropriate time to complete tasks.

## Unit Learning Outcomes

### On successful completion of this unit, you will be able to:

1. Review lean transformation framework by explaining lean approaches, project lifecycle and change management
2. Compare and contrast project management methodologies
3. Examine leadership competencies for successful delivery of projects
4. Determine management control systems for lean process capabilities
5. Explain the processes and techniques to acquire, develop and manage project teams.

This unit will satisfy one of the requirements for Australia Computer Society (ACS) accreditation in the postgraduate ICT courses.

The unit might also contribute to the required number of academic study units for students wishing to undertake profession certification with the Project Management Institute's (PMI) professional qualifications, such as CAPM or PMP.

The ACS recognises the Skills Framework for the Information Age (SFIA). SFIA is in use in over 100 countries and provides a widely used and consistent definition of ICT skills. SFIA is increasingly being used when developing job descriptions and role profiles. ACS members can use the tool MySFIA to build a skills profile at

<https://www.acs.org.au/professionalrecognition/mysfia-b2c.html>

This unit contributes to the following workplace skills codes as defined by SFIA:

- Business Analysis (BUAN),
- Project Management (PRMG),
- Stakeholder Relationship Management (RLMT),
- Systems Integration (SINT),
- Change Management (CHMG),
- Release and Deployment (RELM),
- IT Operations (ITOP),
- Problem Management (PBMG).

## Alignment of Learning Outcomes, Assessment and Graduate Attributes



### Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Written Assessment - 40%	•	•			
2 - Written Assessment - 40%			•	•	
3 - Online Quiz(zes) - 20%	•	•	•	•	•

### Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	○	○		○	
2 - Communication	○	○	○	○	○

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
3 - Cognitive, technical and creative skills	○	○		○	○
4 - Research		○	○		
5 - Self-management					
6 - Ethical and Professional Responsibility			○		○
7 - Leadership			○		○
8 - Aboriginal and Torres Strait Islander Cultures					

### Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
1 - Written Assessment - 40%	○	○	○	○				
2 - Written Assessment - 40%	○	○	○	○		○		
3 - Online Quiz(zes) - 20%	○	○	○	○		○		

## Textbooks and Resources

### Textbooks

PPMP20009

#### Prescribed

##### **A Guide to the Project Management Body of Knowledge ( PMBOK guide )**

Edition: 6th edn (2017)

Authors: Project Management Institute

Project Management Institute

Newtown Square , PA , USA

ISBN: 9781628251845

Binding: Paperback

PPMP20009

#### Prescribed

##### **Directing Successful Projects with PRINCE2 : 2009**

(2009)

Authors: Office of Government Commerce

TSO

Norwich , UK

ISBN: 9780113310609

Binding: Paperback

PPMP20009

#### Prescribed

##### **Project Management : A Systems Approach to Planning , Scheduling , and Controlling**

Edition: 12th edn (2017)

Authors: Kerzner , Harold

John Wiley and Sons

Hoboken , NJ , USA

ISBN: 9781119165354

Binding: Paperback

#### Additional Textbook Information

1. An eBook version of *A Guide to The Project Management Body of Knowledge (PMBOK® Guide)* is available through CQU Library. Please follow the instructions posted on the Moodle web site to set up an account and download the eBook via [CQUniversity Library](#).
2. An ebook version of the text book , *Project Management: A Systems Approach to Planning, Scheduling and Controlling*, 11th Edition can be downloaded / viewed via the [CQUniversity Library](#).
3. An eBook version of *Directing Successful Projects with PRINCE2* is available through the TSO Shop UK. Please follow the link <http://www.tsoshop.co.uk/bookstore.asp?FO=1162740#GEMS6473576> to purchase a copy.
4. However, if paper copies are preferred, limited copies will be available at the CQUni Bookshop [here](#).

[View textbooks at the CQUniversity Bookshop](#)

### IT Resources

**You will need access to the following IT resources:**

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)

## Referencing Style

All submissions for this unit must use the referencing style: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

**Muralitheran V Kanagarajoo** Unit Coordinator  
[m.kanagarajoo@cqu.edu.au](mailto:m.kanagarajoo@cqu.edu.au)

## Schedule

### WEEK 1 - LEAN TRANSFORMATION FRAMEWORK - 09 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
<b>LEAN TRANSFORMATION FRAMEWORK</b>	<p><u>Mandatory reading:</u>            1. Lean Project Management In Large Scale Industrial &amp; Infrastructure Project via Standardization. (URL link provided in Moodle Week 1 Tab)</p> <p><u>Optional Reading:</u>            2. Lean Six Sigma - getting better all the time            3. The integration of Six Sigma and lean management (URL link provided in Moodle Week 1 Tab)</p>	<ul style="list-style-type: none"> <li>• Start of Unit Induction</li> <li>• Lecture 1</li> <li>• Tutorial 1</li> </ul>

### WEEK 2 - INTRODUCTION TO PMBOK KNOWLEDGE AREAS - 16 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
<b>INTRODUCTION TO PMBOK KNOWLEDGE AREAS</b>	<p><u>Mandatory reading:</u>            PMBOK ver 6 (Part 1):</p> <ul style="list-style-type: none"> <li>• Chapter 4 - Project Integration Management (pages 69 - 71)</li> <li>• Chapter 5 - Project Scope Management (pages 129 - 130)</li> <li>• Chapter 6 - Project Schedule Management (pages 173 - 174)</li> <li>• Chapter 7 - Project Cost Management (pages 231 - 232)</li> <li>• Chapter 8 - Project Quality Management (pages 271 - 272)</li> <li>• Chapter 9 - Project Resources Management (pages 307 - 308)</li> <li>• Chapter 10 - Project Communications Management (pages 359 - 360)</li> <li>• Chapter 11 - Project Risk Management (pages 395 - 396)</li> <li>• Chapter 12 - Project Procurement Management (pages 459 - 460)</li> <li>• Chapter 13 - Project Stakeholder Management (pages 503 - 504)</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture 2</li> <li>• Tutorial 2</li> </ul>

### WEEK 3 - INTRODUCTION TO PMBOK PROCESS GROUPS - 23 Jul 2018

Module/Topic	Chapter	Events and Submissions/Topic
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**INTRODUCTION TO PMBOK  
PROCESS GROUPS**

Mandatory reading:  
PMBOK ver 6 (Part 2):

- Chapter 2 - Initiating Process Group (pages 561 - 562)
- Chapter 3 - Planning Process Group (pages 565 - 594)
- Chapter 4 - Executing Process Group (pages 596 - 611)
- Chapter 5 - Monitoring and Controlling Process Group (pages 613 - 632)
- Chapter 6 - Closing Process Group (pages 633 - 635)

• Lecture 3  
• Tutorial 3

**WEEK 4 - INTRODUCTION TO THE PRINCE2 (PRINCIPLES AND THEMES) - 30 Jul 2018**

Module/Topic	Chapter	Events and Submissions/Topic
<b>INTRODUCTION TO THE PRINCE2 (PRINCIPLES AND THEMES)</b>	<p><u>Mandatory reading:</u> <b>Directing Successful Projects with PRINCE2 : 2009</b></p> <ul style="list-style-type: none"> <li>• Chapter 2: Overview of PRINCE2 @ (pages 9 - 20)</li> <li>• <b>Illustrating PRINCE2 Project Management in Real Terms</b></li> <li>• Chapter 2: Seven Principles (pages 16-26)</li> <li>• <a href="#">Chapter 3: Seven Themes</a> (pages 27-39)</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture 4</li> <li>• Tutorial 4</li> </ul>

**WEEK 5 - INTRODUCTION TO THE PRINCE2 PROCESSES - 06 Aug 2018**

Module/Topic	Chapter	Events and Submissions/Topic
<b>INTRODUCTION TO THE PRINCE2 (PROCESSES)</b>	<p><u>Mandatory reading:</u> <b>Illustrating PRINCE2 Project Management in Real Terms</b></p> <ul style="list-style-type: none"> <li>• Chapter 4: Seven Processes (pages 40-55)</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture 5</li> <li>• Tutorial 5</li> </ul>

**Vacation Week - 13 Aug 2018**

Module/Topic	Chapter	Events and Submissions/Topic
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**WEEK 6 - ORGANISATIONAL PROJECT MANAGEMENT - 20 Aug 2018**

Module/Topic	Chapter	Events and Submissions/Topic
<b>ORGANISATIONAL PROJECT MANAGEMENT (OPM)</b>	<p><u>Mandatory reading:</u> <b>PMI Implementing Organisational Project Management: A practice guide</b></p> <ul style="list-style-type: none"> <li>• Chapter 2 - How to Prepare for an OPM Implementation (pages 19 -28)</li> <li>• Chapter 3 - How to Implement and Improve OPM (pages 29 - 48)</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture 6</li> <li>• Tutorial 6</li> </ul>

**WEEK 7 - PROJECT LIFE CYCLE - 27 Aug 2018**

Module/Topic	Chapter	Events and Submissions/Topic
<b>PROJECT LIFE CYCLE</b>	<p><u>Mandatory reading:</u> <b>PMI Agile Practice Guide</b></p> <ul style="list-style-type: none"> <li>• Chapter 3 - Life cycle Selection (pages 17 - 32)</li> <li>• Chapter 5 - Implementing Agile: Delivering in an Agile environment (pages 50 - 59)</li> </ul>	<ul style="list-style-type: none"> <li>• Lecture 7</li> <li>• Tutorial 7</li> </ul>

**WEEK 8 - LEADERSHIP COMPETENCIES IN TRADITIONAL PROJECT TEAMS - 03 Sep 2018**

Module/Topic	Chapter	Events and Submissions/Topic
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**LEADERSHIP COMPETENCIES IN TRADITIONAL PROJECT TEAMS**

Mandatory reading:

**1. PMBOK ver 6:**

• Chapter 3 - The role of the project manager (pages 51 - 68)

**2. Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition**

• Chapter 5 - Management Functions (pages 145 - 171)

• Chapter 7 - Conflicts (pages 237 - 244)

- Lecture 8
- Tutorial 8

**WEEK 9 - LEADERSHIP COMPETENCIES IN AGILE PROJECT TEAMS - 10 Sep 2018**

Module/Topic	Chapter	Events and Submissions/Topic
<b>LEADERSHIP COMPETENCIES IN AGILE PROJECT TEAMS</b>	<p><u>Mandatory reading:</u></p> <p><b>1.PMI Agile Practice Guide</b></p> <p>• Chapter 4 - Implementing Agile:Creating an Agile environment (pages 33 - 47)</p>	<ul style="list-style-type: none"> <li>• Lecture 9</li> <li>• Tutorial 9</li> <li>•</li> </ul> <p>Assessment 1 - Individual Work (40%) ◦ due on or before 2355 hrs Monday, 10 Sep 2018</p> <p><b>INDIVIDUAL ASSESSMENT</b> Due: Week 9 Monday (10 Sept 2018) 11:55 pm AEST</p>

**WEEK 10 - PROJECT QUALITY MANAGEMENT TOOLS & TECHNIQUES - 17 Sep 2018**

Module/Topic	Chapter	Events and Submissions/Topic
<b>PROJECT QUALITY MANAGEMENT TOOLS &amp; TECHNIQUES</b>	<p><u>Mandatory reading:</u></p> <p><b>1. PMBOK ver 6:</b></p> <p>• Chapter 8 - Project Quality Management (pages 271 - 306)</p> <p><u>Optional reading:</u></p> <p><b>2.Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition</b></p> <p>• Chapter 20 - Quality Management (pages 697 - 727)</p>	<ul style="list-style-type: none"> <li>• Lecture 10</li> <li>• Tutorial 10</li> </ul>

**WEEK 11 - OTHER PROJECT MANAGEMENT TOOLS AND TECHNIQUES - 24 Sep 2018**

Module/Topic	Chapter	Events and Submissions/Topic
<b>OTHER PROJECT MANAGEMENT TOOLS AND TECHNIQUES</b>	<p><u>Mandatory reading:</u></p> <p><b>1. PMBOK ver 6:</b></p> <p>• Chapter 9 - Project Resource Management (page 317)</p> <p>• Chapter 13 - Project Stakeholder Management (page 512)</p> <p>• Chapter 6 - Project Schedule Management (pages 189 - 190)</p> <p>• Chapter 6 - Project Schedule Management (pages 210 - 211)</p> <p>• Chapter 7 - Project Schedule Management (pages 244 - 245)</p>	<ul style="list-style-type: none"> <li>• Lecture 11</li> <li>• Tutorial 11</li> </ul>

**WEEK 12 - TEAM ACQUISITION, DEVELOPMENT AND MANAGEMENT OF PROJECT TEAM - 01 Oct 2018**

Module/Topic	Chapter	Events and Submissions/Topic
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## TEAM ACQUISITION, DEVELOPMENT AND MANAGEMENT OF PROJECT TEAM

### Mandatory reading:

#### 1. PMBOK ver 6:

• Chapter 9 - Project Resource Management (pages 328 - 351)

#### 2. Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition

• Chapter 4 - Organizing and Staffing the Project Office and Team (pages 115 - 139)

• Lecture 12

• Tutorial 12

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2. Assessment 2 - Group Work (40%)

◦ due on or before 2355 hrs

Wednesday, 3 Oct 2018

**GROUP ASSESSMENT** Due: Week 12  
Wednesday (3 Oct 2018) 11:55 pm  
AEST

### Review/Exam Week - 08 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
<b>ONLINE QUIZ</b>	Lectures 1 - 12	Assessment 3 - Individual Online Quiz (20%) • Available 0900 hrs Monday, 8 Oct - 1700 hrs Tuesday, 9 Oct 2018 ONLY. • MUST BE completed latest by 1700 hrs Tuesday, 9 Oct 2018. • ONE ATTEMPT ONLY.  <b>INDIVIDUAL ASSESSMENT</b> Due: Review/Exam Week Tuesday (9 Oct 2018) 5:00 pm AEST

### Exam Week - 15 Oct 2018

Module/Topic	Chapter	Events and Submissions/Topic
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## Term Specific Information

### 1. Assessment 1 - Individual Work (40%)

- due on or before 2355 hrs Monday, 10 Sep 2018

### 2. Assessment 2 - Group Work (40%)

- due on or before 2355 hrs Wednesday, 3 Oct 2018

### 3. Assessment 3 - Individual Online Quiz (20%)

- Available 0900 hrs Monday, 8 Oct - 1700 hrs Tuesday, 9 Oct 2018 ONLY.
- MUST BE completed latest by 1700 hrs Tuesday, 9 Oct 2018
- ONE ATTEMPT ONLY.

## Assessment Tasks

### 1 INDIVIDUAL ASSESSMENT

#### Assessment Type

Written Assessment

#### Task Description

##### Introduction

You have been given the task to organise the FIFA 2018 World Cup football tournament (<https://www.fifa.com/worldcup>). (For those not familiar with football, you may change the event to the recently concluded 2018 Gold Coast Commonwealth Games: <https://gc2018.com/>).

##### Your tasks

This assessment item requires you to work INDIVIDUALLY.

1. As the project manager in charge of delivering such as an important world sporting event:

- i. Identify and elaborate the following terms with regards to the event.
    - a. Voice of the Customer (VOC)
    - b. Critical to Customer Requirements (CCR)
    - c. Critical to Quality parameters (CTQ)
  - ii. In what ways would you have implemented lean project management for this event?
  - iii. Identify and elaborate processes from PMBOK, PRINCE2, Organisational Project Management Agile Practices and Lean Six Sigma (DMAIC Methodology) that could support your lean project implementation.
2. Your submission should be made using Microsoft Office documents and the ESSAY submitted as a separate 2,500 - 3,000 word Microsoft WORD document. Text beyond the 3000 word limit WILL NOT BE MARKED. Text length less than 2500 words will be penalised by 5% of the total available marks.
  3. Supporting diagrams / figures may be presented in other formats - Excel, PowerPoint slides, PDF documents, as part of the appendix and will not count towards the essay's word limit. The reference list will also not be included in the word count.
  4. Tables should be placed in the essay and shall be included in the word count.
  5. Your submission should be a properly constructed to an academic standard. It should contain an effective introduction, body and conclusion. The introduction should introduce the essay and include your argument. The body should present the justification to support your recommendations, provide your assumptions and finally, provide a conclusion that should restate your recommendations on a high level.
  6. The submission should contain a coherent, but necessarily restricted review of the academic literature on the project management topics in question. The literature review should be integrated into the essay, not a separate section. Do not include an executive summary or an abstract.
  7. This assessment item involves researching your assigned topic to enhance your understanding of lean project management concepts and utilisation of academic literature. Whilst you use the recommended textbooks and lecture materials, you may also refer to relevant peer reviewed, academic journal articles. A reference list (comprising between 5 - 10 references) formatted in the prescribed APA style is compulsory.

**Assessment Due Date**

Week 9 Monday (10 Sept 2018) 11:55 pm AEST

**Return Date to Students**

Week 12 Friday (5 Oct 2018)

**Weighting**

40%

**Assessment Criteria**

**Marking Criteria:**

Your assignment will be assessed on the extent and quality to which it meets each of the following criteria:

No	Attributes	(%)
i a)	Voice of the Customer (VOC)	2
i b)	Critical to Customer Requirements (CCR)	2
i c)	Critical to Quality (CTQ) parameters	2
ii)	Ways or areas to implement lean project management	8

iii)	Identify and elaborate processes from PMBOK, PRINCE2, Organisational Project Management (OPM) Agile Practices and Lean Six Sigma (DMAIC Methodology) that could support your lean project implementation.			22	
	Best Practices	Processes	Elaboration		Marks available
	PMBOK				6
	PRINCE2				6
	OPM				2
	Agile				2
	Lean Six Sigma			6	
iv	Clarity of expression, grammar, spelling and correct APA style referencing			4	
<b>Total</b>				<b>40</b>	

### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### Submission

Online

### Learning Outcomes Assessed

- Review lean transformation framework by explaining lean approaches, project lifecycle and change management
- Compare and contrast project management methodologies

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research

## 2 GROUP ASSESSMENT

### Assessment Type

Written Assessment

### Task Description

#### Introduction

Precision Engineering Works Private Limited (PEW) is an original equipment manufacturer specialising in plastic moulding parts for the telecommunication industry. They have been servicing the industry for almost 30 years and their customers include major telecommunication service providers. Due to its reputation, PEW have become a very successful company.

#### The crack is appearing

However, as this industry is seen as a very lucrative market, many new suppliers have begun to emerge. This is having serious implications for PEW. It is more difficult to win new contracts as their customers are able to explore options with other suppliers. Additionally, the competitors are also providing better pricing than PEW. These factors combined have eroded PEW's profitability by almost 45%. As more suppliers are flooding the market, many of PEW's experienced employees have opted to join the new players.

#### Management response

PEW's senior management are concerned with the recent developments and are looking at ways to improve and once again become the preferred supplier to their customers. To this effect, PEW has engaged your company to provide some advice on overcoming the above issues. The management team is willing to provide all necessary support to turnaround the situation. They want all issues to be resolved within three (3) months.

Your tasks

This assessment item requires you to work in a GROUP (no more than 3 students)

1. As a business improvement consultant, you and your team (including members from PEW) have only three (3) months to correct the situation. You would need to:

- i. Identify the root cause(s) that lead to the problems using appropriate tools and techniques.
- ii. Develop a continuous improvement plan to ensure the problems and issues are not repeated.
- iii. Elaborate on the competencies required from PEW management and employees to effectively bring about the change.

2. You must show evidence of using at least seven (7) tools and techniques that you have learnt from this unit to address question (i) above.

3. You may refer to the Project Quality Management from PMBOK, PRINCE2 or any other quality management systems such as ISO9000 series, TQM (Total Quality Management), Six Sigma / Lean Six Sigma etc to devise your continuous improvement plan.

4. Your submission should be made using Microsoft Office documents and submitted as a separate 2,500 - 3,000 word Microsoft WORD document. Text beyond the 3000 word limit WILL NOT BE MARKED. Text length less than 2500 words will be penalised by 5% of the total available marks.

5. Supporting diagrams / figures may be presented in other formats - Excel, PowerPoint slides, PDF documents, as part of the appendix and will not count towards the word limit. The reference list will also not be included in the word count.

6. Tables shall be included in the word count.

7. Your submission should be a properly constructed to an academic standard. It should contain an effective introduction, body and conclusion. The body should present the justification to support your recommendations, provide your assumptions and finally, provide a conclusion that should restate your recommendations on a high level.

8. The submission should contain a coherent, but necessarily restricted review of the academic literature on the project management topics in question. The literature review should be integrated into the, not a separate section. Do not include an executive summary or an abstract.

9. This assessment item involves researching your assigned topic to enhance your understanding of lean project management concepts and utilisation of academic literature. Whilst you use the recommended textbooks and lecture materials, you may also refer to relevant peer reviewed, academic journal articles. A reference list (comprising between 5 - 10 references) formatted in the prescribed APA style is compulsory.

#### **Assessment Due Date**

Week 12 Wednesday (3 Oct 2018) 11:55 pm AEST

#### **Return Date to Students**

Marks for this assessment will be released with the final grade

#### **Weighting**

40%

#### **Assessment Criteria**

#### **Marking Criteria:**

Your assignment will be assessed on the extent and quality to which it meets each of the following criteria:

No	Attributes	(%)
1	Introduction	2
2	Body	31
	i) Identification of root cause(s) of the problems o Choice and correct application of tools and techniques (12 marks) o Assumptions made (3 mark) § 2 assumptions will attract 1 mark § 4 or more assumptions will attract 2 mark § More than 4 assumption will attract 3 marks	15

	ii) Continuous Improvement Plan o Problems identified (2 marks) o Actions Taken (2 marks) o Resources required (2 marks) o Follow up actions and status (2 marks)	8
	iii) Competencies o Business and Strategic Management (2 marks) o Technical Management (2 mark) o Leadership (4 marks)	8
3	Conclusion	2
4	Clarity of expression, grammar, spelling and correct APA style referencing	5
<b>Total</b>		<b>40</b>

### Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

### Submission

Online Group

### Learning Outcomes Assessed

- Examine leadership competencies for successful delivery of projects
- Determine management control systems for lean process capabilities

### Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

## 3 INDIVIDUAL ASSESSMENT

### Assessment Type

Online Quiz(zes)

### Task Description

You will be required to complete a set of multiple choice quiz questions related to all learning outcomes of this unit.

Purpose

The primary purpose of this assessment item is to help you to identify factors associated with leading lean projects. The secondary purpose of this assignment is to give you the opportunity to enhance your analysis and critical thinking skills.

Notes:

The quiz will be based on the learning from lectures Week 1 - 12

In order for you to complete the quiz it is necessary for you to complete all learning activities prescribed in the unit

### Number of Quizzes

1

### Frequency of Quizzes

### Assessment Due Date

Review/Exam Week Tuesday (9 Oct 2018) 5:00 pm AEST

Quiz must be completed by Tuesday 5:00PM AEST of Review / Exam Week

### Return Date to Students

Review/Exam Week Tuesday (9 Oct 2018)

This assignment will be marked by the Moodle computer program upon submission. Marks will only be released AFTER THE QUIZ IS CLOSED.

### Weighting

20%

**Assessment Criteria**

- The percentage of correct answers
- No penalty deduction for wrong answers

**Referencing Style**

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

**Submission**

Online

**Learning Outcomes Assessed**

- Review lean transformation framework by explaining lean approaches, project lifecycle and change management
- Compare and contrast project management methodologies
- Examine leadership competencies for successful delivery of projects
- Determine management control systems for lean process capabilities
- Explain the processes and techniques to acquire, develop and manage project teams.

**Graduate Attributes**

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

## Academic Integrity Statement

As a CQUniversity student you are expected to act honestly in all aspects of your academic work.

Any assessable work undertaken or submitted for review or assessment must be your own work. Assessable work is any type of work you do to meet the assessment requirements in the unit, including draft work submitted for review and feedback and final work to be assessed.

When you use the ideas, words or data of others in your assessment, you must thoroughly and clearly acknowledge the source of this information by using the correct referencing style for your unit. Using others' work without proper acknowledgement may be considered a form of intellectual dishonesty.

Participating honestly, respectfully, responsibly, and fairly in your university study ensures the CQUniversity qualification you earn will be valued as a true indication of your individual academic achievement and will continue to receive the respect and recognition it deserves.

As a student, you are responsible for reading and following CQUniversity's policies, including the [Student Academic Integrity Policy and Procedure](#). This policy sets out CQUniversity's expectations of you to act with integrity, examples of academic integrity breaches to avoid, the processes used to address alleged breaches of academic integrity, and potential penalties.

### What is a breach of academic integrity?

A breach of academic integrity includes but is not limited to plagiarism, self-plagiarism, collusion, cheating, contract cheating, and academic misconduct. The Student Academic Integrity Policy and Procedure defines what these terms mean and gives examples.

### Why is academic integrity important?

A breach of academic integrity may result in one or more penalties, including suspension or even expulsion from the University. It can also have negative implications for student visas and future enrolment at CQUniversity or elsewhere. Students who engage in contract cheating also risk being blackmailed by contract cheating services.

### Where can I get assistance?

For academic advice and guidance, the [Academic Learning Centre \(ALC\)](#) can support you in becoming confident in completing assessments with integrity and of high standard.

### What can you do to act with integrity?



#### Be Honest

If your assessment task is done by someone else, it would be dishonest of you to claim it as your own



#### Seek Help

If you are not sure about how to cite or reference in essays, reports etc, then seek help from your lecturer, the library or the Academic Learning Centre (ALC)



#### Produce Original Work

Originality comes from your ability to read widely, think critically, and apply your gained knowledge to address a question or problem