



# PPMP20009 *Leading Lean Projects*

## Term 1 - 2019

Profile information current as at 07/05/2024 01:21 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 1 - 2019

- Brisbane
- Melbourne
- Online
- 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

**There are no required textbooks.**

#### Additional Textbook Information

- 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](#). User limits apply, if you would prefer your own copy, please see the Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)
- 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. However, if paper copies are preferred, copies will be available at the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code).
- Other ebooks are:
  - 1.PMI Agile Practice Guide
  - 2.Managing Successful Projects with PRINCE2 ( Paper copies are available at the CQUni Bookshop)
  - 3.PRINCE2™ For Dummies - 2nd Edition URL
  - 4.Illustrating PRINCE2 Project Management in Real Terms
  - 5.PMI Implementing Organizational Project Management : A practice guide URL
  - 6.Harold Kerzner: A systems approach to planning, scheduling and controlling , 12th Edition ( Paper copies are available at the CQUni 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

**Rashidul Islam** Unit Coordinator  
[r.islam@cqu.edu.au](mailto:r.islam@cqu.edu.au)

## Schedule

### WEEK 1 - LEAN TRANSFORMATION FRAMEWORK - 11 Mar 2019

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

**LEAN TRANSFORMATION FRAMEWORK**

**Mandatory Reading:**

1. Lean Project Management In Large Scale Industrial & Infrastructure Project via Standardization. (URL link provided in Moodle Week 1 Tab)

**Optional Reading:**

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)

**Mandatory Readings (Journal / Article):**

[J1. Lean Project Management](#) · Evolution from Lean Thinking -> Lean Design -> Lean Production -> Lean Construction -> Lean Project Management

[J2. Lean Six Sigma – getting better all the time](#) · Origins of Lean Six Sigma, What is Six Sigma, Why use Six Sigma, Benefits of Six Sigma, Integration of Lean and Six Sigma.

[J3. The integration of Six Sigma and lean management](#) · Explain how Lean compares to Six Sigma and outline the benefits for integrating them.

**Mandatory Video Viewing:**

V1. The Seven Waste for Lean Foundation (8 mins)

- Start of Unit Induction
- Lecture 1
- Tutorial 1
- Tutorial 1 Answer

**WEEK 2 - INTRODUCTION TO PMBOK KNOWLEDGE AREAS - 18 Mar 2019**

Module/Topic	Chapter	Events and Submissions/Topic
<b>INTRODUCTION TO PMBOK KNOWLEDGE AREAS</b>	<p><b>Mandatory reading:</b>                      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>	
	<p><b>Mandatory Readings (Journal / Article):</b>  <a href="#">J4. Production Line Analysis via Value Stream Mapping: A Lean Manufacturing Process of Color Industry.</a> This paper introduces Value Stream Mapping (VSM) to implement lean management by identifying and eliminating waste.  <a href="#">J5. Value Through Continuous Improvement:</a> An article highlighting the potential for high return on investment (ROI) for continuous improvement activities - a case of the mining industry.                      Mandatory Video Viewing:                      V2. Harold Kerzner Video: Value Driven Project Management (9 mins):  <b>Optional Video Viewing:</b>                      The Lean Construction Institute advocates lean concepts for construction management. There are some interesting videos on how lean concepts are embedded in project management. Please have a look at the videos available on their site.  <a href="https://www.leanconstruction.org/learning/getting-started-with-lean/">https://www.leanconstruction.org/learning/getting-started-with-lean/</a></p>	<ul style="list-style-type: none"> <li>◦ Lecture 2</li> <li>◦ Tutorial 2</li> <li>◦ Tutorial 2 Answer</li> </ul>

**WEEK 3 - INTRODUCTION TO PMBOK PROCESS GROUPS - 25 Mar 2019**

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

**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)

**Mandatory Readings (Journal / Article):**

J6. [University of California:Ballard Howell Lean Project Management](#)

The paper discusses lean project management. It emphasizes that when the value is maximised by minimising waste, lean project management can be achieved. It also describes how lean project management is different from traditional project management

J7. [Implementation of TQM and Lean Six Sigma tools in local government: a framework and a case study](#)

This paper presents a case study for the application of Six Sigma tools for a local government - using DMAIC methodology to improve the financial process within the local government operations.

**Mandatory Video Viewing:**

V5. Harold Kerzner Video: The Hexagon of Excellence in Project Management (9 mins)

◦

- Lecture 3
- Tutorial 3
- Tutorial 3 Answer

**WEEK 4 - INTRODUCTION TO THE PRINCE2 (PRINCIPLES AND THEMES) - 01 Apr 2019**

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

**INTRODUCTION TO THE PRINCE2 (PRINCIPLES AND THEMES)**

**Mandatory reading:**  
**Directing Successful Projects with PRINCE2 : 2009**

- Chapter 2: Overview of PRINCE2 ® (pages 9 - 20)

**Illustrating PRINCE2 Project Management in Real Terms**

- Chapter 2: Seven Principles (pages 16-26)

[Chapter 3: Seven Themes](#) (pages 27-39)

**Mandatory Readings (Journal / Article):**

J8. A conceptual framework for critical success factors of Lean Six Sigma: Implementation on the performance of electronic manufacturing industry

J9. Analyses the CSF (Critical Success Factor) for Lean Six Sigma implementation and its impact on company performance (Case - electronic manufacturing).

**Mandatory Video Viewing:**

V6. [HBR Video: Why the Lean Start-Up Changes Everything \(9 min\)](#)

- Lecture 4
- Tutorial 4
- Tutorial 4 Answer

**WEEK 5 - INTRODUCTION TO THE PRINCE2 PROCESSES - 08 Apr 2019**

Module/Topic	Chapter	Events and Submissions/Topic
<b>INTRODUCTION TO THE PRINCE2 (PROCESSES)</b>	<p><b>Mandatory reading:</b>  <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> <p><b>Mandatory Readings (Journal / Article):</b></p> <p>J9. <a href="#">The integration of Lean Management and Six Sigma</a>            Eliminate misconceptions regarding Six Sigma and Lean Management. Understand how organisations can benefit from both approaches.</p> <p><b>Mandatory Video Viewing:</b>            V7. Project Governance (9 mins)</p>	<ul style="list-style-type: none"> <li>◦ Lecture 5</li> <li>◦ Tutorial 5</li> <li>◦ Tutorial 5 Answer</li> </ul>

**Vacation Week - 15 Apr 2019**

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

**WEEK 6 - ORGANISATIONAL PROJECT MANAGEMENT - 22 Apr 2019**

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

**Mandatory reading:**  
***PMI Implementing Organisational Project Management: A practice guide***

◦  
Chapter 2 - How to Prepare for an OPM Implementation (pages 19 -28)

◦  
Chapter 3 - How to Implement and Improve OPM (pages 29 - 48)

**Mandatory Readings (Journal / Article):**

J10. [The integration of Lean Healthcare: What can hospital learn from a world class automaker?](#)

This paper discusses the variety of process improvement opportunities to address inefficiencies in health care delivery. It also discusses the potential challenges in introducing and implementing lean production methods in the health care environment

- Lecture 6
- Tutorial 6
- Tutorial 6 Answer

**ORGANISATIONAL PROJECT MANAGEMENT (OPM)**

J11. [Lean Six Sigma in Healthcare](#)

This paper illustrates the principles of lean thinking and Six Sigma which may be combined to deliver innovations and efficiency in the healthcare industry.

**Mandatory Video Viewing:**

V8. Harold Kerzner Video: An introduction to the Best Practices in Project Management (11 mins)

**WEEK 7 - PROJECT LIFE CYCLE - 29 Apr 2019**

Module/Topic

Chapter

Events and Submissions/Topic

## PROJECT LIFE CYCLE

### **Mandatory reading:** **PMI Agile Practice Guide**

- Chapter 3 - Life cycle Selection (pages 17 - 32)
- Chapter 5 - Implementing Agile: Delivering in an Agile environment (pages 50 - 59)

### **Mandatory Readings (Journal / Article):**

J12. [Measuring lean initiatives in healthcare services: Issues and findings](#)

This paper discusses issues faced when implementing lean thinking for a health care environment. It talks about the mindset shift and the availability of suitable performance measuring process to ensure the success of lean implementation.

- Lecture 7
- Tutorial 7
- Tutorial 7 Answer

J13. [Use of Lean and Six Sigma methodology to improve Operating Room efficiency in a High Volume Tertiary Care Academic Medical Center](#)

This paper presents the actual improvements achieved in increasing the operating room efficiency for a medical centre by implementing Lean Six Sigma methodology.

### **Mandatory Video Viewing:**

V9. YouTube:What is Agile...Explained with a Pencil (4 mins 35 secs)

## WEEK 8 - LEADERSHIP COMPETENCIES IN TRADITIONAL PROJECT TEAMS - 06 May 2019

Module/Topic	Chapter	Events and Submissions/Topic
LEADERSHIP COMPETENCIES IN TRADITIONAL PROJECT TEAMS	<b>Mandatory reading:</b> <b>1. PMBOK ver 6:</b> <ul style="list-style-type: none"><li>◦ Chapter 3 - The role of the project manager (pages 51 - 68)</li></ul> <b>2. Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition</b> <ul style="list-style-type: none"><li>◦ Chapter 5 - Management Functions (pages 145 - 171)</li><li>◦ Chapter 7 - Conflicts (pages 237 - 244)</li></ul>	
	<b>Mandatory Readings (Journal / Article):</b> J14. <a href="#">Optimisation of coaching using Lean Six Sigma</a> The paper discusses the potential application of Six Sigma approach for performance measurements and improvements in sports science. J20. <a href="#">Leadership characteristics for Lean Six Sigma</a> The paper discusses the relationship between leadership and the success level for Lean Six Sigma deployment. J22: Identifying Key Agile Behaviours that Enhance Traditional Project Management Methodology <b>Mandatory Video Viewing:</b> The Lean Construction Institute advocates lean concepts for construction management. There are some interesting videos on how lean concepts are embedded in project management <a href="https://www.leanconstruction.org/learning/getting-started-with-lean/">https://www.leanconstruction.org/learning/getting-started-with-lean/</a> V11. High Performing Teams (2 mins 23 secs)	<ul style="list-style-type: none"><li>◦ Lecture 8</li><li>◦ Tutorial 8</li><li>◦ Tutorial 8 Answer</li></ul>

## WEEK 9 - LEADERSHIP COMPETENCIES IN AGILE PROJECT TEAMS - 13 May 2019

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

**LEADERSHIP COMPETENCIES IN AGILE PROJECT TEAMS**

**Mandatory reading:**

**1. PMI Agile Practice Guide**

- Chapter 4 - Implementing Agile: Creating an Agile environment (pages 33 - 47)

**Mandatory Readings (Journal / Article):**

J15. [A framework for applying six sigma improvement methodology in an academic environment](#)

This paper examines the challenges of implementing six sigma methodology (DMAIC) in an academic environment and proposes a framework that may guide its implementation.

J16. [Lean Six Sigma for higher education institutions \(HEIs\)](#)

This paper evaluates Lean Six Sigma implementation in higher education. It presents the challenges and barriers for implementation. It discusses the Critical Success Factors (CSFs) and also looks at the use of tools and technique that may aid in improving the effectiveness and efficiency of HEI operations.

J21. [Servant Leadership: A Review and Synthesis](#)

This paper looks at the attributes of Servant Leadership style.

J23: [Understanding Shared Leadership in Agile Development: A Case Study](#)

**Mandatory Video Viewing:**

The Lean Construction Institute advocates lean concepts for construction management. There are some interesting videos on how lean concepts are embedded in project management

<https://www.leanconstruction.org/learning/getting-started-with-lean/>

V13. Leadership and Lean IPD - Integrated Project Delivery (2 mins)

- Lecture 9
- Tutorial 9
- Tutorial 9 Answer
- 

Assessment 1 - Individual Work (40%)

■ **due on or before 2355 hrs AEST Friday, 17 May 2019**

**INDIVIDUAL ASSESSMENT** Due: Week 9 Friday (17 May 2019) 11:45 pm AEST

**WEEK 10 - PROJECT QUALITY MANAGEMENT TOOLS & TECHNIQUES - 20 May 2019**

Module/Topic	Chapter	Events and Submissions/Topic
<b>PROJECT QUALITY MANAGEMENT TOOLS &amp; TECHNIQUES</b>	<p><b>Mandatory reading:</b></p> <p><b>1. PMBOK ver 6:</b></p> <ul style="list-style-type: none"> <li>◦ Chapter 8 - Project Quality Management (pages 271 - 306)</li> </ul> <p><b>Optional reading:</b></p> <p><b>2. Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition</b></p> <ul style="list-style-type: none"> <li>◦ Chapter 20 - Quality Management (pages 697 - 727)</li> </ul> <p><b>Mandatory Readings (Journal / Article):</b></p> <p>J17. <a href="#">Basic Quality Tools in Continuous Improvement Process</a></p> <p>Discusses the usage of 7 QC tools ( Flow chart, pareto diagram, checksheet, control chart, histogram, scatter plot, cause and effect diagram / fishbone diagram) for continuous improvement process.</p> <p><b>Mandatory Video Viewing:</b></p> <p>See this video to appreciate the concept of 5S - Sort, Set in Order, Shine, Standardise and Sustain V18.5S in Lean Manufacturing (8 mins 17 secs)</p>	<ul style="list-style-type: none"> <li>◦ Lecture 10</li> <li>◦ Tutorial 10</li> <li>◦ Tutorial 10 Answer</li> </ul>

**WEEK 11 - OTHER PROJECT MANAGEMENT TOOLS AND TECHNIQUES - 27 May 2019**

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

**OTHER PROJECT MANAGEMENT TOOLS AND TECHNIQUES**

**Mandatory reading:**

**1. PMBOK ver 6:**

- Chapter 9 - Project Resource Management (page 317)
- Chapter 13 - Project Stakeholder Management (page 512)
- Chapter 6 - Project Schedule Management (pages 189 - 190)
- Chapter 6 - Project Schedule Management (pages 210 - 211)
- Chapter 7 - Project Schedule Management (pages 244 - 245)

**Mandatory Readings (Journal / Article):**

J18. The application of 7 QC tools for continuous improvement of manufacturing processes

Discusses the usage of 7 QC tools ( Flow chart, pareto diagram, checksheet, control chart, histogram, scatter plot, cause and effect diagram / fishbone diagram) in a manufacturing process.

**Mandatory Video Viewing:**

The Lean Construction Institute advocates lean concepts for construction management. There are some interesting videos on how lean concepts are embedded in project management <https://www.leanconstruction.org/learning/getting-started-with-lean/> V15.The Last Planner Systems (2 mins 37 secs)

- Lecture 11
- Tutorial 11
- Tutorial 11 Answer

**WEEK 12 - TEAM ACQUISITION, DEVELOPMENT AND MANAGEMENT OF PROJECT TEAM - 03 Jun 2019**

Module/Topic	Chapter	Events and Submissions/Topic
<b>TEAM ACQUISITION, DEVELOPMENT AND MANAGEMENT OF PROJECT TEAM</b>	<p><b>Mandatory reading:</b></p> <p><b>1. PMBOK ver 6:</b></p> <ul style="list-style-type: none"> <li>◦ Chapter 9 - Project Resource Management (pages 328 - 351)</li> </ul> <p><b>2. Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition</b></p> <ul style="list-style-type: none"> <li>◦ Chapter 4 - Organizing and Staffing the Project Office and Team (pages 115 - 139)</li> </ul> <p><b>Mandatory Readings (Journal / Article):</b></p> <p><u>J19. The implementation of Lean Six Sigma in financial services organisation</u></p> <p>This paper presents the benefits achieved, the challenges faced and lesson learned in implementing Lean Six Sigma for a financial institution (GE Money)</p> <p><b>Mandatory Video Viewing:</b></p> <p>The Lean Construction Institute advocates lean concepts for construction management. There are some interesting videos on how lean concepts are embedded in project management <a href="https://www.leanconstruction.org/learning/getting-started-with-lean/">https://www.leanconstruction.org/learning/getting-started-with-lean/</a> V16. Team Partner Selection (2 mins)</p>	<ul style="list-style-type: none"> <li>◦ 7Lecture 12</li> <li>◦ Tutorial 12</li> <li>◦ Tutorial 12 Answer</li> <li>◦</li> </ul> <p>2. Assessment 2 - Group Work (40%)  <b>■ due on or before 2355 hrs AEST Friday, 7 Jun 2019</b></p> <p><b>GROUP ASSESSMENT</b> Due: Week 12 Friday (7 June 2019) 11:55 pm AEST</p>

**Review/Exam Week - 10 Jun 2019**

Module/Topic	Chapter	Events and Submissions/Topic
--------------	---------	------------------------------

**Exam Week - Online Quiz - 17 Jun 2019**

Module/Topic	Chapter	Events and Submissions/Topic
Online Quiz	Lectures 1 - 12	<ul style="list-style-type: none"> <li>◦ <b>Assessment 3 - Individual Online Quiz (20%)</b></li> <li>◦ Available 0900 hrs AEST Monday, 17 Jun 2019 - 1700 hrs AEST Tuesday to 18 Jun 2019 ONLY.</li> <li>◦ MUST BE completed latest by 1700 hrs AEST Tuesday, 18 Jun 2019.</li> <li>◦ ONE ATTEMPT ONLY.</li> </ul> <p><b>INDIVIDUAL ASSESSMENT</b> Due: Exam Week Tuesday (18 June 2019) 5:00 pm AEST</p>

## Term Specific Information

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

- **due on or before 2355 hrs AEST Friday, 17 May 2019**

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

- **due on or before 2355 hrs AEST Friday, 7 Jun 2019**

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

- **Available 0900 hrs AEST Monday, 17 Jun 2019 - 1700 hrs AEST Tuesday to 18 Jun 2019 ONLY.**
- **MUST BE completed latest by 1700 hrs AEST Tuesday, 18 Jun 2019.**
- **ONE ATTEMPT ONLY.**

## Assessment Tasks

### 1 INDIVIDUAL ASSESSMENT

#### Assessment Type

Written Assessment

#### Task Description

##### *Introduction*

You are one of the directors in a major project management consultancy. Your consultancy wants to undertake government work but has been informed that it needs to show use of "Lean Project Management (LPM)" principles in its project management processes before being able to apply for any government work. The board of directors has decided, therefore, that they need to introduce LPM principles in all future projects in order to eventually be eligible for government work.

##### *Your tasks*

The Board of Directors has chosen you to be in charge of implementing the LPM approach. This assessment, therefore, is to be done INDIVIDUALLY.

As the Director in charge, your task is to write a memo to all staff informing them about the decision and the proposed implementation process for LPM.

Your memo must:

- Address the initial reason for implementing LPM
- Describe the benefits that can be gained by the various stakeholders in a project from implementing LPM
- Describe the Critical Success Factors (CSF) needed to be in place within the consultancy organisation to achieve successful implementation of LPM
- Describe the steps by which you propose to ensure CSF are in place and how to achieve the LPM mindset within the consultancy staff
- List and describe training requirements for individual staff
- Describe a method to assess when the consultancy has sufficiently adopted the LPM approach to be able to tender for government work

**(All work must be properly referenced)**

Word count between 2500 and 3000 words

**(Please refer to the Assessment 1 document available in your Moodle Assessment 1 tab for complete instructions and requirements of this assessment)**

#### Assessment Due Date

Week 9 Friday (17 May 2019) 11:45 pm AEST

#### Return Date to Students

Week 11 Friday (31 May 2019)

#### 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		Marks
1	Clear and appropriate description of initial reason	3
2	Describe the benefits that can be gained by the various stakeholders in a project from implementing LPM	
	· Extent of benefits identified	2
	· Adequacy of descriptions	4
3	Describe the Critical Success Factors (CSF) needed to be in place within the consultancy organisation to achieve successful implementation of LPM	
	a) Extent of factors identified	2
	b) Adequacy of descriptions	4
4	Describe the steps by which you propose to ensure CSF are in place and how to achieve the LPM mindset within the consultancy staff	
	a) Appropriateness of steps to put CSF in place	4
	b) Understanding of how the mindset could be achieved	4
5	List and describe training requirements for individual staff	
	a) Appropriateness and extent of training described	4
6	Describe a method to assess when the consultancy has sufficiently adopted the LPM approach to be able to tender for government work	
	a) Practicality of method	4
	b) Adequate linkage to adoption of LPM	3
7	Memo presentation (clear, appropriate format, spelling, grammar, referencing)	6
Total		40

### 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

SINTEF Ltd, a functional organisation with various departments such as finance, information technology, engineering (which includes R&D and new product development teams), production, sales and marketing, human capital management, procurement and warehousing, is embarking on an initiative to implement lean principles for its business operations. Agile best practices have been identified as a mechanism to implement lean principles. Though the application of agile best practices is predominantly centered within the IT domain, the management team is exploring the possibility of extending to other business functions where applicable. The senior management team realises that there are various leadership styles that may be suitable to guide this initiative.

The senior management team has decided that they will manage this initiative as a project. To that effect, a team will be formed. This team will be called "THE A TEAM". It will be led by a project manager and initially will have 3 to 4 project members.

**Your tasks**

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

You have been engaged as a consultant to assist the senior management team identify a project team that comprises a project manager and several key project team members who will spear head the implementation of lean principles in SINTEF. The senior management team has asked you to provide a REPORT that covers the following:

**Questions:**

Compare and distinguish various leadership styles that could potentially be adopted by the selected project manager.

Select one (1) leadership style and explain in detail why you think it will be the best option given SINTEF's organisational structure and context.

Determine characteristics that will be required to become a valuable team member of "THE A TEAM".

Propose tools / techniques that could be implemented in various departments of SINTEF that will improve their efficiency. Provide specific examples on how the tools will be implemented. (You may include tools/techniques from any best practices taught in this unit. You should also include assumptions to facilitate your choice of tools and techniques)

**Additional Information:**

Please refer to the Assessment 2 document available in your Moodle Assessment 2 tab for complete instructions and requirements of this assessment

**(All work must be properly referenced)**

Word count between 2500 and 3000 words

**Assessment Due Date**

Week 12 Friday (7 June 2019) 11:55 pm AEST

**Return Date to Students**

After grade certification date

**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	(%)
1.0	Introduction	2
2.0	Compare and distinguish various leadership styles	8
3.0	Select and explain the preferred leadership style	6
3.0	Determine characteristics to become a valuable team member of "THE A TEAM"	6
4.0	Tools and techniques to facilitate lean business operations List of assumptions	8 4
5.0	Conclusion	2
6.0	Clarity of expression, grammar, spelling and correct APA style referencing	4
	Total	40

**Referencing Style**

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

**Submission**

Online

**Submission Instructions**

Since this is a GROUP submission, one and only one student in the group will be elected to upload and submit the designated documents on behalf of the entire group. You decide which group member will upload. Other members shall click the SUBMIT button in your respective Moodle Assessment 2 submission page. The process for submission is as follows: (a) Assuming the group has 3 members (b) Member #1 uploads the assessment (c) Member #2 and #3 will get a notification that Member 1 has uploaded and submitted (d) Member #2 and #3 must log in to Moodle, review and

submit the assessment (e) Once all three members have submitted, only then the assessment submission is considered COMPLETE. Else it will STILL be in DRAFT status. Your assessment will not be graded.

### **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.

Important Information:

1. The quiz will ONLY be available during the following time period:

Start: 0900 hrs Monday, 17 Jun 2019

End: 1700 hrs Tuesday, 18 Jun 2019.

2. ONE ATTEMPT ONLY. MUST BE completed latest by Tuesday, 18 Jun 2019.

3. The quiz is an OPEN BOOK test. You may refer to the unit materials (lectures slides, your own notes etc).

4. Questions will be drawn from a pool of 450 questions. When you attempt the quiz, 40 questions will be selected and displayed in RANDOM ORDER. It is very unlikely that two students will see the same questions.

5. The link for the quiz is now added to your PPMP20009 Moodle assessment tab and will become active on 0900hrs Monday, 17 Jun 2019. The quiz will terminate at 1700 hrs on Tuesday 18 Jun 2019. Please plan to complete the quiz within this timeframe.

6. There will be 40 questions to be answered in 50 minutes. Questions will be:

Multiple choice

True / False

### **Some sample questions are given below to give you an idea of what to expect on the Quiz.**

Example 1

Which one of the following is not a PMBoK process group:

Initiating

Planning

Executing

Measuring and Controlling

Closing

Example 2

Choose one statement which does not reflect the attribute of a competent Project Manager:

Good people and technical management skills

Effective communicator

Extremely meticulous to the minute detail and a control freak

Believes in honesty and integrity

Example 3

Determine if the following statement is true or false.

Kerzner has identified barriers to effective project management and these include:

Cultural barriers

Status and political barriers

Project management barriers

**TRUE FALSE**

Example 4

Determine if the following statement is true or false.

"In order to formulate the Organisational Project Management, aspects that must be considered are Project Management Practices, Business Management Practices, and Organisational Strategy"

**TRUE FALSE**

**Number of Quizzes**

1

**Frequency of Quizzes**

Other

**Assessment Due Date**

Exam Week Tuesday (18 June 2019) 5:00 pm AEST

Quiz must be completed by Tuesday, 18 Jun 2019 5:00PM AEST of Exam Week

**Return Date to Students**

Exam Week Friday (21 June 2019)

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