PPMP20009 *Leading Lean Projects*
Term 3 - 2019

Profile information current as at 20/04/2024 06:45 pm

All details in this unit profile for PPMP20009 have been officially approved by CQUniversity 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 3 - 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 Student Evaluation

Feedback

PMBOK and PRINCE2 are also taught in other units as such there are overlapping topics. Request reduction of overlapping topics and enhancement of contents related to Agile Project Management.

Recommendation

Investigate reduction of overlapping contents among the various PPMP units.

Feedback from Student Evaluation

Feedback

Assessment workshops during the tutorials were very useful in understanding the task and formulating the appropriate response.

Recommendation

Recommend the practice of workshop mode review of assessment questions be continued.

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

— N/A Level | • Introductory Level | • Intermediate Level | • Graduate Level | ◦ Professional Level | ◦ Advanced Level

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	◦	◦	◦	◦	◦
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.

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

Schedule

WEEK 1 - LEAN TRANSFORMATION FRAMEWORK (15 - 21 July) - 11 Nov 2019

Module/Topic	Chapter	Events and Submissions/Topic
LEAN TRANSFORMATION FRAMEWORK	**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 (22 - 26 July) - 18 Nov 2019

Module/Topic	Chapter	Events and Submissions/Topic

INTRODUCTION TO PMBOK KNOWLEDGE AREAS	**Mandatory reading:** PMBOK ver 6 (Part 1): ∘ Chapter 4 - Project Integration Management (pages 69 - 71) ∘ Chapter 5 - Project Scope Management (pages 129 - 130) ∘ Chapter 6 - Project Schedule Management (pages 173 - 174) ∘ Chapter 7 - Project Cost Management (pages 231 - 232) ∘ Chapter 8 - Project Quality Management (pages 271 - 272) ∘ Chapter 9 - Project Resources Management (pages 307 - 308) ∘ Chapter 10 - Project Communications Management (pages 359 - 360) ∘ Chapter 11 - Project Risk Management (pages 395 - 396) ∘ Chapter 12 - Project Procurement Management (pages 459 - 460) ∘ Chapter 13 - Project Stakeholder Management (pages 503 - 504) **Mandatory Readings (Journal / Article**): J4. Production Line Analysis via Value Stream Mapping: A Lean Manufacturing Process of Color Industry. This paper introduces Value Stream Mapping (VSM) to implement lean management by identifying and eliminating waste. J5. Value Through Continuous Improvement: 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): **Optional 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. Please have a look at the videos available on their site. https://www.leanconstruction.org/learning/getting-started-with-lean/ V3.Lean Construction Institute Video: Project COS - Conditions of Satisfaction (similar to VOC, CCR and CTQ) - 2 mins) V4.Lean Construction Video: Value Proposition (2 mins)	∘ Lecture 2 ∘ Tutorial 2 ∘ Tutorial 2 Answer

WEEK 3 - INTRODUCTION TO PMBOK PROCESS GROUPS (29 July - 2 August) - 25 Nov 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. The contribution of social media to project management This paper will present the social media tools that you be useful for project management activities. J8. 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) - (5 - 9 August) - 02 Dec 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):** J9. A conceptual framework for critical success factors of Lean Six Sigma: Implementation on the performance of electronic manufacturing industry J10. 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

Vacation Week (9 - 15 December) - 09 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic

WEEK 5 - INTRODUCTION TO THE PRINCE2 PROCESSES (12 - 18 August) - 16 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic
INTRODUCTION TO THE PRINCE2 (PROCESSES)	**Mandatory reading:** ***Illustrating PRINCE2 Project Management in Real Terms*** ∘ Chapter 4: Seven Processes (pages 40-55) **Mandatory Readings (Journal / Article):** J11. The integration of Lean Management and Six Sigma Eliminate misconceptions regarding Six Sigma and Lean Management. Understand how organisations can benefit from both approaches. **Mandatory Video Viewing:** V7. Project Governance (9 mins)	∘ Lecture 5 ∘ Tutorial 5 ∘ Tutorial 5 Answer

WEEK 6 - ORGANISATIONAL PROJECT MANAGEMENT (26 - 30 August) - 23 Dec 2019

Module/Topic	Chapter	Events and Submissions/Topic

ORGANISATIONAL PROJECT MANAGEMENT (OPM)	**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):** J12.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 J13. 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)	∘ Lecture 6 ∘ Tutorial 6 ∘ Tutorial 6 Answer

WEEK 7 - PROJECT LIFE CYCLE (2 - 9 September) - 06 Jan 2020

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):** J14. 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. J15. 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) V10. Retrospectives (2 mins)	◦ Lecture 7 ◦ Tutorial 7 ◦ Tutorial 7 Answer

WEEK 8 - LEADERSHIP COMPETENCIES IN TRADITIONAL PROJECT TEAMS (9 - 13 September) - 13 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
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) **Mandatory Readings (Journal / Article):** J16. Optimisation of coaching using Lean Six Sigma The paper discusses the potential application of Six Sigma approach for performance measurements and improvements in sports science. J17. Leadership characteristics for Lean Six Sigma The paper discusses the relationship between leadership and the success level for Lean Six Sigma deployment. J18. Identifying Key Agile Behaviours that enhance traditional project management methodology **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/ V11. High Performing Teams (2 mins 23 secs) V12. Respect for People (2 mins)	◦ Lecture 8 ◦ Tutorial 8 ◦ Tutorial 8 Answer

WEEK 9 - LEADERSHIP COMPETENCIES IN AGILE PROJECT TEAMS (16 - 20 September) - 20 Jan 2020

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):** J19. 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. J20. 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. J22. 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) V14.Team Forming and Team Initiation (2 mins)	∘ Lecture 9 ∘ Tutorial 9 ∘ Tutorial 9 Answer ∘ Assessment 1 - Individual Work (40%) ■ **due on or before 2355 hrs AEST Friday, 24 January 2020** **INDIVIDUAL ASSESSMENT** Due: Week 9 Friday (24 Jan 2020) 11:55 pm AEST

WEEK 10 - PROJECT QUALITY MANAGEMENT TOOLS & TECHNIQUES (23 - 27 September) - 27 Jan 2020

Module/Topic	Chapter	Events and Submissions/Topic
PROJECT QUALITY MANAGEMENT TOOLS & TECHNIQUES	**Mandatory reading:** ***1. PMBOK ver 6:*** ∘ Chapter 8 - Project Quality Management (pages 271 - 306) **Optional reading:** ***2. Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition*** ∘ Chapter 20 - Quality Management (pages 697 - 727) **Mandatory Readings (Journal / Article):** J23. Basic Quality Tools in Continuous Improvement Process 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. **Mandatory Video Viewing:** See this video to appreciate the concept of 5S - Sort, Set in Order, Shine, Standardise and Sustain V15.5S in Lean Manufacturing (8 mins 17 secs)	∘ Lecture 10 ∘ Tutorial 10 ∘ Tutorial 10 Answer

WEEK 11 - OTHER PROJECT MANAGEMENT TOOLS AND TECHNIQUES (30 Sep - 4 October) - 03 Feb 2020

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):** J24. 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/ V16.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 (7 - 11 October) - 10 Feb 2020

Module/Topic	Chapter	Events and Submissions/Topic
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) **Mandatory Readings (Journal / Article):** J25. The implementation of Lean Six Sigma in financial services organisation This paper presents the benefits achieved, the challenges faced and lesson learned in implementing Lean Six Sigma for a financial institution (GE Money) **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/ V17. Team Partner Selection (2 mins) V18. On boarding of Team Members (2 mins)	∘ Lecture 12 ∘ Tutorial 12 ∘ Tutorial 12 Answer ∘ Assessment 2 - Group Work (40%) ■ **due on or before 2355 hrs AEST Friday, 14 February 2020**

Review / Exam Week - 17 Feb 2020

Module/Topic	Chapter	Events and Submissions/Topic
Online Quiz	Lectures 1 - 12	**Assessment 3 - Individual Online Quiz (20%)** ∘ Available 0900 hrs AEST Tuesday,18 February 2020 - 1700 hrs AEST Wednesday 19 February 2020 ONLY. ∘ MUST BE completed latest by 1700 hrs AEST AEST Wednesday 19 February 2020. ∘ **ONE ATTEMPT ONLY**. **INDIVIDUAL ASSESSMENT** Due: Exam Week Wednesday (19 Feb 2020) 5:00 pm AEST

Term Specific Information

Contact Information:

Unit Coordinator: Dr. Muralitheran V Kanagarajoo

Email: m.kanagarajoo@cqu.edu.au

Campus: Perth, WA

Assessment Information:

Assessment 1 - Individual Work (40%)

- **due on or before 2355 hrs AEST Friday, 24 January 2020**

Assessment 2 - Group Work (40%)

- **due on or before 2355 hrs AEST Friday, 14 February 2020**

Assessment 3 - Individual Online Quiz (20%)

- **due on or before 1700 hrs AEST Wednesday 19 February 2020.**

Assessment Tasks

1 INDIVIDUAL ASSESSMENT

Assessment Type
Written Assessment

Task Description
Introduction
This assessment is to be done INDIVIDUALLY.
You will be given a case scenario that will require you to analyse lean project management concepts and project management practices that were taught through Week 1 -7. You are expected to explain in detail various project management best practices that can be used to achieve the outcome required for the case scenario. Your understanding on the application of PMBOK process activities, PRINCE2 processes, LEAN SIX SIGMA methodology, AGILE best practices and Organisational Project Management best practices will be tested in this assessment.
Your ability to provide a coherent explanation of appropriate project management processes that may be used to overcome the issues of the case scenario will determine the marks that you will get. This assessment will also test your ability to connect lean processes to ensure you can implement lean project management principles to successfully manage the project (given in the case scenario).
All work must be properly referenced (APA Referencing style).
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 1 will be released in Week 7 (Monday, 6 January 2020, 9 am AEST).

Assessment Due Date
Week 9 Friday (24 Jan 2020) 11:55 pm AEST

Return Date to Students
Week 11 Friday (7 Feb 2020)

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:
Correct project management processes are selected and explained for each of the aspects mentioned in the case scenario.

- Aspect 1 - 6 marks
- Aspect 2 - 4 marks
- Aspect 3 - 6 marks
- Aspect 4 - 20 marks
- Clarity of expression, grammar, spelling and correct APA style referencing - 4 marks

Each of the above Aspects will be clearly explained in the assessment document which will be given to you in **Week 7 (Monday, 6 January 2020, 9 am AEST).**

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
This assessment is to be done in GROUP (2 - 3 students)
A case scenario will be presented to you. Your task will be to read and understand the scenario and answer questions that will be drawn from the case given. You will need to analyse the case scenario and apply all your knowledge gained from Lectures 1 - 11 to structure your answers for each of the questions.This assessment will test your ability to propose and discuss solutions in a cohesive manner that will resolve the issues that are highlighted in the case scenario.
All work must be properly referenced (APA Referencing style)
Word count between 2500 and 3000 words
Please refer to the Assessment 2 document available in your Moodle Assessment 2 tab for complete instructions and requirements of this assessment. Assessment 2 will be released in Week 10 (Monday, 27 January 2020, 9 am AEST).

Assessment Due Date

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:

- Aspect 1 - 8 marks
- Aspect 2 - 10 marks
- Aspect 3 - 14 marks
- Aspect 4 - 4 marks

- Clarity of expression, grammar, spelling and correct APA style referencing - 4 mark

Each of the above Aspects will be clearly explained in the assessment document which will be given to you in **Week 10 (Monday, 27 January 2020, 9 am AEST).**

Referencing Style

- 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 Tuesday, 18 February 2020
End: 1700 hrs Wednesday, 19 February 2020
2. **ONE ATTEMPT ONLY. MUST BE** completed latest by 1700 hrs Wednesday, 19 February 2020
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 Tuesday, 18 February 2020. The quiz will terminate at 1700 hrs on Wednesday 19 February 2020. 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 Wednesday (19 Feb 2020) 5:00 pm AEST
Quiz must be completed by Wednesday, 19 February 2019 1700hrs AEST of Review Week

Return Date to Students

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