



# PPMP20009 *Leading Lean Projects*

## Term 1 - 2020

Profile information current as at 17/05/2022 02:29 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 - 2020

- 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



## 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.**

#### **Additional Textbook Information**

**There are no specified textbooks for this unit.**

The following books and guide-books are used as teaching/learning materials in this unit:

- *A Guide to The Project Management Body of Knowledge (PMBOK® Guide)*: an eBook version 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 CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)
  - *Directing Successful Projects with PRINCE2*: an eBook version is available through CQU Library. If you would prefer your own copy, please see the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code).
  - *Managing Successful Projects with PRINCE2*: an eBook version is available through CQU Library. However, if paper copies are preferred, please see the CQUni Bookshop here: <http://bookshop.cqu.edu.au> (search on the Unit code)
  - *Harold Kerzner: A systems approach to planning, scheduling and controlling*, 12th Edition: an eBook version is available through CQU Library. Paper copies are also available for purchase at the CQUni Bookshop
- 
- Other ebooks that are referenced in this unit are:
    - 1. PMI Agile Practice Guide
    - 2. PMI Implementing Organizational Project Management : A practice guide
    - 3. PRINCE2™ For Dummies - 2nd Edition
    - 4. Illustrating PRINCE2 Project Management in Real Terms

### 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)

**Luc Bauwmans** Unit Coordinator

[l.bauwmans@cqu.edu.au](mailto:l.bauwmans@cqu.edu.au)

**Ziyad Abunada** Unit Coordinator

[z.abunada@cqu.edu.au](mailto:z.abunada@cqu.edu.au)

## Schedule

### WEEK 1 - LEAN TRANSFORMATION FRAMEWORK (9 Mar' 20 - 15 Mar' 20) - 09 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
<b>LEAN TRANSFORMATION FRAMEWORK</b>	<p><b>Mandatory Readings (Journal / Article):</b></p> <p><a href="#">J1. Lean Project Management</a> · Evolution from Lean Thinking -&gt; Lean Design -&gt; Lean Production -&gt; Lean Construction -&gt; Lean Project Management</p> <p><a href="#">J2. Lean Six Sigma - getting better all the time</a> · Origins of Lean Six Sigma, What is Six Sigma, Why use Six Sigma, Benefits of Six Sigma, Integration of Lean and Six Sigma.</p> <p><a href="#">J3. The integration of Six Sigma and lean management</a> · Explain how Lean compares to Six Sigma and outline the benefits for integrating them.</p> <p><b>Mandatory Video Viewing:</b> V1.The Seven Waste for Lean Foundation (8 mins)</p>	<ul style="list-style-type: none"><li>◦ Start of Unit Induction</li><li>◦ Lecture 1</li><li>◦ Tutorial 1</li><li>◦ Tutorial 1 Answer</li></ul>

### WEEK 2 - INTRODUCTION TO PMBOK KNOWLEDGE AREAS (16 Mar'20 - 22 Mar'20) - 16 Mar 2020

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

**INTRODUCTION TO PMBOK  
KNOWLEDGE AREAS**

**Mandatory Readings:**

1. 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 (23 Mar'20 - 29 Mar'20) - 23 Mar 2020**

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

**INTRODUCTION TO PMBOK  
PROCESS GROUPS**

**Mandatory Readings:**

1. 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) - (30 Mar'20 - 5 Apr'20) - 30 Mar 2020**

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



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

**Mandatory Readings:**

1. Directing Successful Projects with PRINCE2 : 2009
  - Chapter 2: Overview of PRINCE2
2. 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
- Assessment 1 will be released (Monday, 30 March 2020, 9 am AEST)

**WEEK 5 - INTRODUCTION TO THE PRINCE2 PROCESSES (6 Apr'20 - 12 Apr'20) - 06 Apr 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>INTRODUCTION TO THE PRINCE2 (PROCESSES)</b>	<p><b>Mandatory Readings:</b></p> <ol style="list-style-type: none"> <li>1. Illustrating PRINCE2 Project Management in Real Terms               <ul style="list-style-type: none"> <li>◦ Chapter 4: Seven Processes (pages 40-55)</li> </ul> </li> </ol> <p><b>Mandatory Readings (Journal / Article):</b></p> <p>J11. <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></p> <p>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 (13 Apr'20 - 19 Apr'20) - 13 Apr 2020**

Module/Topic	Chapter	Events and Submissions/Topic

**WEEK 6 - ORGANISATIONAL PROJECT MANAGEMENT (20 Apr'20 - 26 Apr'20) - 20 Apr 2020**

Module/Topic	Chapter	Events and Submissions/Topic

**Mandatory Readings:**

1. 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

**ORGANISATIONAL PROJECT MANAGEMENT (OPM)**

**WEEK 7 - PROJECT LIFE CYCLE (27 Apr'20 - 3 May'20) - 27 Apr 2020**

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

## PROJECT LIFE CYCLE

### Mandatory Readings:

1. 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 (4 May'20 - 10 May'20) - 04 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
LEADERSHIP COMPETENCIES IN TRADITIONAL PROJECT TEAMS	<b>Mandatory Readings:</b> 1. PMBOK ver 6 <ul style="list-style-type: none"> <li>◦ Chapter 3 - The role of the project manager (pages 51 - 68)</li> </ul> 2. Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition <ul style="list-style-type: none"> <li>◦ Chapter 5 - Management Functions (pages 145 - 171)</li> <li>◦ Chapter 7 - Conflicts (pages 237 - 244)</li> </ul>	<ul style="list-style-type: none"> <li>◦ Lecture 8</li> <li>◦ Tutorial 8</li> <li>◦ Tutorial 8 Answer</li> <li>◦ <b>Assessment 2 will be released (Monday, 4 May 2020, 9 am AEST)</b></li> <li>◦ <b>Assessment 1 Individual Work (40%) due on or before 2355 hrs AEST Friday, 8 May 2020</b></li> </ul> <p><b>INDIVIDUAL ASSESSMENT Due:</b>            Week 8 Friday (8 May 2020) 11:45 pm AEST</p>
	<b>Mandatory Readings (Journal / Article):</b> J16. <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. J17. <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. J18. 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) V12. Respect for People (2 mins)	

## WEEK 9 - LEADERSHIP COMPETENCIES IN AGILE PROJECT TEAMS (11 May'20 - 17 May'20) - 11 May 2020

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

**Mandatory Readings:**

- 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.

**LEADERSHIP COMPETENCIES IN AGILE PROJECT TEAMS**

**WEEK 10 - PROJECT QUALITY MANAGEMENT TOOLS & TECHNIQUES (18 May'20 - 24 May'20 ) - 18 May 2020**

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

**Mandatory Readings:**

- 1. PMBOK ver 6:
  - Chapter 8 - Project Quality Management (pages 271 - 306)

**Optional Readings:**

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

**PROJECT QUALITY MANAGEMENT TOOLS & TECHNIQUES**

**WEEK 11 - OTHER PROJECT MANAGEMENT TOOLS AND TECHNIQUES (25 May'20 - 31 May'20) - 25 May 2020**

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

**Mandatory Readings:**

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

**OTHER PROJECT MANAGEMENT TOOLS AND TECHNIQUES****WEEK 12 - TEAM ACQUISITION, DEVELOPMENT AND MANAGEMENT OF PROJECT TEAM (1 Jun'20 - 7 Jun'20) - 01 Jun 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>TEAM ACQUISITION, DEVELOPMENT AND MANAGEMENT OF PROJECT TEAM</b>	<b>Mandatory Readings:</b> 1. PMBOK ver 6: <ul style="list-style-type: none"> <li>◦ Chapter 9 - Project Resource Management (pages 328 - 351)</li> </ul> 2. Harold Kerzner: A systems approach to planning, scheduling and controlling, 12th Edition <ul style="list-style-type: none"> <li>◦ Chapter 4 - Organizing and Staffing the Project Office and Team (pages 115 - 139)</li> </ul> <b>Mandatory Readings (Journal / Article):</b> J25. <a href="#">The implementation of Lean Six Sigma in financial services organisation</a> This paper presents the benefits achieved, the challenges faced and lesson learned in implementing Lean Six Sigma for a financial institution (GE Money)	<ul style="list-style-type: none"> <li>◦ Lecture 12</li> <li>◦ Tutorial 12</li> <li>◦ Tutorial 12 Answer</li> <li>◦</li> </ul> Assessment 2 - Group Work (40%) <b>due on or before 2355 hrs AEST Friday, 5 June 2020</b>
	<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> V17. Team Partner Selection (2 mins) V18. On boarding of Team Members (2 mins)	<b>GROUP ASSESSMENT</b> Due: Week 12 Friday (5 June 2020) 11:45 pm AEST

**Review Week ( 8 Jun'20 - 14 Jun'20) - 08 Jun 2020**

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

**Review / Exam Week ( 15 Jun'20 - 21 Jun'20) - 15 Jun 2020**

Module/Topic	Chapter	Events and Submissions/Topic
Online Quiz	Lectures 1 - 12	<b>Assessment 3 - Individual Online Quiz (20%)</b> <ul style="list-style-type: none"> <li>◦ Available 0900 hrs AEST Thursday, 18 June 2020 - 1700 hrs AEST Friday 19 June 2020 ONLY.</li> <li>◦ <b>MUST BE completed latest by 1700 hrs AEST Friday 19 June 2020.</b></li> <li>◦ <b>ONE ATTEMPT ONLY.</b></li> </ul> <b>INDIVIDUAL ASSESSMENT</b> Due: Exam Week Friday (19 June 2020) 11:45 pm AEST

## Term Specific Information

### Contact Information:

Unit Coordinator: Rashidul Islam

Email: r.islam@cqu.edu.au

Campus: Sydney NSW

### Assessment Information:

Assessment 1 - Individual Work (40%)

**- Assessment 1 will be released in Week 4 (Monday, 30 March 2020, 9 am AEST) and is due on or before 2355 hrs AEST Friday, 8 May 2020**

Assessment 2 - Group Work (40%)

**- Assessment 2 will be released in Week 8 (Monday, 4 May 2020, 9 am AEST) and is due on or before 2355 hrs AEST Friday, 5 June 2020.**

Assessment 3 - Individual Online Quiz (20%)

**- due on or before 1700 hrs AEST Friday, 12 June 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 and you are required to apply lean project management concepts and project management practices that were taught through Week 1 -7 to analyse the case . 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 4 (Monday, 30 March 2020, 9 am AEST).**

#### Assessment Due Date

Week 8 Friday (8 May 2020) 11:45 pm AEST

#### Return Date to Students

Week 10 Friday (22 May 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.

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

Each of the above will be clearly explained in the assessment document which will be given to you in **Week 4 (Monday,**

30 March 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 (upto three members). Groups have to be formed by Week 5 and all groups will be issued a unique group identifier. Students not in a group will not be able to access the assessment documents.**

**Distance mode (DST) students will also have to form into similar groups. Individual submission can be allowed to DST students by applying in writing to the Unit Coordinator by Week 6.**

You will be given a case scenario and you are required to analyse the case 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 8 (Monday, 4 May 2020, 9 am AEST).**

### Assessment Due Date

Week 12 Friday (5 June 2020) 11:45 pm AEST

### Return Date to Students

Exam Week Friday (19 June 2020)

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 8 (Monday, 4 May, 9 am AEST)**.

### Referencing Style

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

### Submission

Online

### Submission Instructions

Only one student from each group is to upload and submit the completed assessment task on behalf of the entire group. You decide which group member will upload. Other members will only have to click the SUBMIT button in your respective Moodle Assessment 2 submission page. The process for submission is as follows: (a) Assume 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 then log in to Moodle, review the assessment and click the SUBMIT button (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 Thursday, 18 June 2020**

**End: 1700 hrs Friday,, 19 June 2020**

2. **ONE ATTEMPT ONLY. MUST BE** completed latest by 1700 hrs Friday, 19 June 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 Thursday, 18 June, 2020. The quiz will terminate at 1700 hrs on Friday 19 June 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 Friday (19 June 2020) 11:45 pm AEST

Quiz must be completed by Friday 19 June 2020 1700hrs AEST of Exam Week

**Return Date to Students**

Exam Week Friday (19 June 2020)

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