



# PPMP20009 *Leading Lean Projects*

## Term 3 - 2020

Profile information current as at 27/04/2024 04:42 am

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 - 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 (SUTE)

##### **Feedback**

Tutorials need to be at least an hour and a half or 2 hours, it is too short if it's an hour as the tutor has to rush off to the next class.

##### **Recommendation**

As teaching migrated to online from week 3 in Term 1, 2020 tutorial durations were retained as 1 hour. However, the improved tutorial structure and tutor guidance and the use of ZOOM breakout rooms are believed to have improved the effectiveness of the learning experience.

#### Feedback from Student evaluation (SUTE)

##### **Feedback**

The content covered throughout the unit is well structured, organised and full of additional resources. All the resources including the additional readings and the recorded lectures are very useful.

##### **Recommendation**

Keep the extra resources provided to the students and update these resources every term.

#### Feedback from Students evaluation

##### **Feedback**

Moodle site is easy to navigate and well organised.

##### **Recommendation**

Maintain the easy access of the Moodle site and enrich the moodle site with extra supporting resources

## 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

All books are provided as ebook from CQU library. Thanks.

### 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 7th Edition \(APA 7th edition\)](#)

For further information, see the Assessment Tasks.

## Teaching Contacts

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## Schedule

### WEEK 1 - INTRODUCTION TO LEAN MANAGEMENT, HISTORY OF LEAN - 09 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
<b>INTRODUCTION TO LEAN MANAGEMENT, HISTORY OF LEAN</b>	<b>Mandatory Readings (Journal / Article):</b>  <a href="#">Lean Project Management in large scale industrial and infrastructure projects</a>  <a href="#">University of California at Berkeley: Lean project management</a> 	<ul style="list-style-type: none"><li>• Ice breaking and Unit details</li><li>• Expectations and overview</li><li>• Lecture 1</li><li>• Tutorial 1</li></ul>

### WEEK 2 - LEAN FRAMEWORK IN PROJECT MANAGEMENT - 16 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
<b>LEAN FRAMEWORK IN PROJECT MANAGEMENT</b>	<b>Mandatory Readings:</b> <a href="#">An introduction to process mapping</a> <a href="#">Toyota's A3 problem solving technique</a>  <b>File</b>	<ul style="list-style-type: none"><li>• Lecture 2</li><li>• Tutorial 2: process mapping exercise</li></ul>

### WEEK 3 - LEAN AND VALUE MANAGEMENT - 23 Nov 2020

Module/Topic	Chapter	Events and Submissions/Topic
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<b>LEAN AND VALUE MANAGEMENT</b>	<b>Mandatory Readings:</b> <a href="#">Understand what customers value</a>	<ul style="list-style-type: none"> <li>Lecture 3</li> <li>Tutorial 3: value stream mapping</li> </ul>
	<a href="#">The 8 wastes of Lean</a>	
	<a href="#">What is (project management) value to the customer</a>	
	<a href="#">Value stream management</a>	<ul style="list-style-type: none"> <li></li> <li></li> </ul>

**WEEK 4 - LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES - 30 Nov 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES</b>	<b>Mandatory Readings:</b> <a href="#">Mixed agile/traditional project management methodology - reality or illusion?</a>	<ul style="list-style-type: none"> <li>Lecture 4</li> <li>Tutorial 4: discussion of case study 1</li> <li>Issue assessment 1 a) and b)</li> </ul>
	<a href="#">Relationship between a project management methodology and project success</a>	
	<a href="#">Overview of PRINCE2 Agile</a>	
	<a href="#">Recommended viewing: Video: the seven wastes of Lean</a>	
	 <a href="#">File</a>  	

**WEEK 5 - AGILE PM AND LEAN METHODOLOGIES - 14 Dec 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>AGILE PROJECT MANAGEMENT AND LEAN METHODOLOGIES</b>	<b>Mandatory Readings:</b> <a href="#">Identifying key Agile behaviours</a> <a href="#">PRINCE2 Agile an Implementation Pocket Guide : Step-By-step Advice for every Project Type Jamie Lynn Cooke</a> <b>(Read Chapter 3: Overview of PRINCE2 Agile)</b>	<ul style="list-style-type: none"> <li>Lecture 5</li> <li>Tutorial 5: Assessment 1 project plan</li> </ul>
	<a href="#">The contribution of social media to project management</a>	
	<a href="#">Recommended viewing:</a>	
	<a href="#">Harold Kerzner Video: Value Driven Project Management (9 mins) retrospectivesURL</a> 	

**WEEK 6 - LEADERSHIP COMPETENCIES FOR LEAN PROJECT MANAGEMENT - 21 Dec 2020**

Module/Topic	Chapter	Events and Submissions/Topic
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**LEADERSHIP COMPETENCIES FOR LEAN PROJECT MANAGEMENT**

**Mandatory Readings**

[Leadership in lean, empowering manufacturing organisations.pdf](#)  
[Identifying KEY Agile behaviours.pdf](#)  
[Leadership characteristics for Lean Six Sigma.pdf](#)

Servant Leadership\_ A Review and Synthesis.pdf  
 Understanding Shared Leadership in Agile Development\_ A Case Study.pdf

- Lecture 6
- Tutorial 6: Discussion case study 2
- Issue assessment 2

**Optional Video Viewing:**

[Lean Construction Institute Video: Project COS - Conditions of Satisfaction \(similar to VOC, CCR and CTQ\) - 2 mins\)](#)  
[Lean Construction Video: Value Proposition \(2 mins\)](#)  
[respect for peopleURL](#)



**Vacation Week - 28 Dec 2020**

Module/Topic	Chapter	Events and Submissions/Topic
<b>WEEK 7 - TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT - 04 Jan 2021</b>		

Module/Topic

Chapter

Events and Submissions/Topic

**TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT**

**Mandatory Readings:**

[Agile software development - the people factor.pdf](#)  
[Developing agile teams for project execution, a cybernetic approach.pdf](#)  
[Interpretative case studies on agile team productivity and management.pdf](#)

- Lecture 7
- Tutorial 7: Q&A
- **Due date assessment 1 a)**

**Mandatory Video Viewing:**

[Scrum is a project management method](#)  
[Scrum in under 10 minutes](#)  
[Harold Kerzner Video: The Hexagon of Excellence in Project Management \(9 mins\)](#)  
 URL



**WEEK 8 - PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES - 11 Jan 2021**

Module/Topic	Chapter	Events and Submissions/Topic
<b>PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES</b>	<p><b>Mandatory Readings:</b>  <a href="#">APPLICATION of 7 QC tools-45.pdf</a>  <a href="#">Basic QC Tools in CPI.pdf</a>  <a href="#">Giants of Quality: W. Edwards Deming</a>                      URL    <a href="#">Deming: A new philosophy or another voice?URL</a>  </p> <p><b>Mandatory Video Viewing:</b>  <a href="#">HBR Video: Why the Lean Start-Up Changes Everything (9 mins)</a>  <a href="#">5S in manufacturing</a></p>	<ul style="list-style-type: none"> <li>• Lecture 8</li> <li>• Tutorial 8: The Deming funnel experiment</li> <li>•</li> </ul>

**WEEK 9 - LEAN SIX SIGMA CONCEPTS AND APPLICATIONS - 18 Jan 2021**

Module/Topic	Chapter	Events and Submissions/Topic
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**LEAN SIX SIGMA CONCEPTS AND APPLICATIONS**

**Mandatory Readings:**  
[Optimization of Coaching Using Six Sigma.pdf](#)  
[A framework for applying six sigma improvement methodology in an academic environment.pdf](#)  
[Implementation of TQM and Lean Six Sigma in local government - a framework and a case study.pdf](#)  
[Lean Six Sigma - getting better all the time.pdf](#)  
[Lean Six Sigma for higher education institutions \(HEIs\).pdf](#)  
[The implementation of lean Six Sigma in financial services organizations.pdf](#)  
[The integration of lean management and Six Sigma \(1\).pdf](#)

- Lecture 9
- Tutorial 9: start of course review for assessment 3
- **Due date assessment 1 b)**

**WEEK 10 - ORGANISATIONAL PROJECT MANAGEMENT (OPM) - 25 Jan 2021**

Module/Topic	Chapter	Events and Submissions/Topic
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**ORGANISATIONAL PROJECT MANAGEMENT (OPM)**

**Mandatory Readings:**  
[defining organisational project management](#)  
[A new framework for understanding organisational project management through thePMO.pdf](#)  
[Organisational project management - an historical approach to the study of PMOs.pdf](#)  
[pm-maturity Terry Cooke Davies.pdf](#)

- Lecture 10
- Tutorial 10: course review for assessment 3
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URL



**Mandatory Video Viewing:**  
[Recommended video: governance of projectsURL](#)



**WEEK 11 - RISK MANGEMENT FOR LEAN PROJECTS - 01 Feb 2021**

Module/Topic	Chapter	Events and Submissions/Topic
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**RISK MANAGEMENT FOR LEAN PROJECTS**

**Mandatory Readings:**  
[Development of Integrated Model for Managing Risk in Lean Manufacturing Implementation\\_ A Case Study in an Indonesian Manufacturing Company\\_ Elsevier Enhanced Reader.pdf](#)  
 Risk management in supply networks using Monte Carlo simulation.  
[Risk management using Lean Six Sigma tools.pdf](#)

- Lecture 11
- Tutorial 11: Course review for assessment 3
- **Due date assessment 2**

**Mandatory Video Viewing:**  
[Lean construction J57, China](#)  
[Lean IT Risk Management Failure Modes and Effect Analysis \(FMEA\)URL](#)

URL



**WEEK 12 - REVIEW OF PMBOK® GUIDE AND PRINCE2® - 08 Feb 2021**

Module/Topic	Chapter	Events and Submissions/Topic
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## REVIEW OF PMBOK® GUIDE AND PRINCE2®

### Mandatory Readings (Journal / Article):

Review of all Unit materials

- Lecture 12
- Tutorial 12: Assessment 3 specification
- Some practice questions about PMBOK® and PRINCE2®

### INDIVIDUAL ONLINE QUIZ - 25 Feb 2021

Module/Topic	Chapter	Events and Submissions/Topic
ONLINE QUIZ	Review of all Unit materials	<b>Assessment 3 - Individual Online Quiz (20%)</b> Duration: 50 mins, 40 questions <ul style="list-style-type: none"><li>◦ Available 0900 hrs AEST Thursday, 25 February 2021 - 1700 hrs AEST Friday 26 February 2021 ONLY.</li><li>◦ <b>MUST BE completed latest by</b> 1700 hrs AEST Friday 26 February 2021</li><li>◦ <b>ONE ATTEMPT ONLY.</b></li></ul>

## Assessment Tasks

### 1 A study of Lean principles in project management

#### Assessment Type

Written Assessment

#### Task Description

**This assessment is to be completed and submitted INDIVIDUALLY.**

You will be given a case study scenario in which you are required to identify, analyse and explain lean project management concepts and project management practices that were taught through Week 1 -7. You are expected to write a reply to a number of questions explaining in detail various project management best practices that were used to achieve the outcome described in the case scenario. Your understanding of the application of LEAN concepts and AGILE best practices will be tested in this assessment.

Your ability to provide coherent and relevant answers to the questions as per the the marking criteria will be evaluated.

These criteria support the achievement of the Unit Learning Outcomes stated in the assessment specification document. **It is crucial that you demonstrate critical reflection in linking theory to the case study.**

All work must be properly referenced (APA Referencing style).

Word count is between 1000 and 1500 words **for each part submission a) and b).**

**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.**

#### Assessment Due Date

#### Return Date to Students

#### Weighting

40%

#### Assessment Criteria

##### Marking Criteria:

Your assignment will be assessed on the extent and quality to which it meets each of the marking criteria given to you.

- Introduction - 10 marks
- Question 1 - 20 marks
- Question 2 - 16 marks
- Question 3 - 20 marks
- Question 4 - 16 marks
- Summary - 8 marks
- Clarity of expression, grammar, spelling and correct APA style referencing - 10 marks

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

#### Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

## Submission

Online

## Submission Instructions

As per assessment specification

## 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 Leadership competencies and management control systems for Lean process capabilities

### Assessment Type

Written Assessment

### Task Description

**This assessment is to be done in GROUPS of 3-4 members.** Groups have to be formed by Week 5 in discussion with your tutor and all groups will be issued a unique group identifier. **Individual submissions will not be marked unless with prior approval by the Unit Coordinator.**

**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 - 10 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. **It is crucial that you demonstrate critical reflection in linking theory to the case study.**

All work must be properly referenced (APA Referencing style)

Word count between 2500 and 3000 words

**Please refer to the Assessment 2 specification document available in your Moodle Assessment 2 tab for complete instructions and requirements of this assessment. Assessment 2 will be released in Week 6 and is due in week 11.**

### 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

- Introduction: 8 marks
- Question 2: 12 marks
- Question 3: 18 marks
- Question 4: 18 marks
- Question 5: 20 marks
- Conclusion: 8 marks
- Question 7: 6 marks
- Clarity of expression, grammar, spelling and correct APA style referencing - 10 marks

Each of the above Aspects will be clearly explained in the assessment criteria document which will be given to you.

## Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

## Submission

Online Group

### 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. Please make sure the team member names and student ID's are clearly stated in the submission document.

### 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 ONLINE QUIZ

### 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, 25 February 2021**

**End: 1700 hrs Friday, 26 February 2021**

2. **ONE ATTEMPT ONLY. MUST BE** completed latest by 1700 hrs Friday, 26 Feb 2021.

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, 25 Feb 2021. Please plan to complete the quiz within the given 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 an Organisational Project Management framework, 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**

Quiz must be completed by Friday 23 October 2020 1700hrs AEST of Exam 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 mark given will be the percentage of correct answers (e.g. 1 correct answer = 2.5 %)
- **No negative marking applies** for wrong answers

#### **Referencing Style**

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

#### **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