



PPMP20009 *Leading Lean Projects*

Term 2 - 2021

Profile information current as at 22/05/2022 02:30 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 2 - 2021

- 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.

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

Luc Bauwmans Unit Coordinator
l.bauwmans@cqu.edu.au

Schedule

WEEK 1 - INTRODUCTION TO LEAN MANAGEMENT, HISTORY OF LEAN - 12 Jul 2021

Module/Topic	Chapter	Events and Submissions/Topic
INTRODUCTION TO LEAN MANAGEMENT, HISTORY OF LEAN	Mandatory Readings (Journal / Article): Lean Project Management in large scale industrial and infrastructure projects University of California at Berkeley: Lean project management File Recommended viewing: Video: the seven wastes of Lean <input checked="" type="checkbox"/>	<ul style="list-style-type: none">• Ice breaking and Unit details• Expectations and overview• Lecture 1• Tutorial 1

WEEK 2 - LEAN FRAMEWORK IN PROJECT MANAGEMENT - 19 Jul 2021

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

WEEK 3 - LEAN AND VALUE MANAGEMENT - 26 Jul 2021

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

LEAN AND VALUE MANAGEMENT	Mandatory Readings: Understand what customers value	<ul style="list-style-type: none"> • Lecture 3 • Tutorial 3
	The 8 wastes of Lean	
	What is (project management) value to the customer	
	Value stream management • •	

WEEK 4 - LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES - 02 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES	Mandatory Readings: Mixed agile/traditional project management methodology - reality or illusion?	<ul style="list-style-type: none"> • Lecture 4 • Tutorial 4 • Assessment 1 Issued : 6 Aug 2021 22h00
	Relationship between a project management methodology and project success	
	Overview of PRINCE2 Agile	
	<input checked="" type="checkbox"/> File <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	

WEEK 5 - AGILE PM AND LEAN METHODOLOGIES - 09 Aug 2021

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

Vacation Week - 16 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
		Student may use this week for review of materials covered so far and working on assessment 1 Make-up classes may be scheduled during this week if necessary

WEEK 6 - LEADERSHIP COMPETENCIES FOR LEAN PROJECT MANAGEMENT - 23 Aug 2021

Module/Topic	Chapter	Events and Submissions/Topic
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	<ul style="list-style-type: none"> • Lecture 6 • Tutorial 6 • Assessment 2 Issued : 27 Aug 2021 22h00
	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 <input checked="" type="checkbox"/>	

WEEK 7 - TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT - 30 Aug 2021

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	<ul style="list-style-type: none"> • Lecture 7 • Tutorial 7
	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 <input checked="" type="checkbox"/>	

WEEK 8 - PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES - 06 Sep 2021

Module/Topic	Chapter	Events and Submissions/Topic
PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES	Mandatory Readings: APPLICATION of 7 QC tools-45.pdf Basic QC Tools in CPI.pdf Giants of Quality: W. Edwards Deming URL <input checked="" type="checkbox"/> Deming: A new philosophy or another voice?URL <input checked="" type="checkbox"/>	<ul style="list-style-type: none"> • Lecture 8 • Tutorial 8 • Assessment 1 Due : Week 8, Sunday, 12 September 2021 1155 PM AEST
	Mandatory Video Viewing: HBR Video: Why the Lean Start-Up Changes Everything (9 mins) 5S in manufacturing	

WEEK 9 - LEAN SIX SIGMA CONCEPTS AND APPLICATIONS - 13 Sep 2021

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

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 TOM 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

WEEK 10 - ORGANISATIONAL PROJECT MANAGEMENT (OPM) - 20 Sep 2021

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

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

URL



Mandatory Video Viewing:

[Recommended video: governance of projectsURL](#)



WEEK 11 - RISK MANGEMENT FOR LEAN PROJECTS - 27 Sep 2021

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

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
- **Assessment 2 Due : Week 11, Sunday, 3 October 2021 1155 PM AEST**

Leadership competencies and management control systems for Lean process capabilities Due: Week 11 Monday (27 Sept 2021) 11:45 pm AEST

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® - 04 Oct 2021

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

REVIEW OF PMBOK® GUIDE AND PRINCE2®

Mandatory Readings (Journal / Article):

Review of all Unit materials

- Lecture 12
- Tutorial 12
- Some discussions on PMBOK® and PRINCE2®

Review/Exam Week - 11 Oct 2021

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

INDIVIDUAL ONLINE QUIZ - 18 Oct 2021

Module/Topic	Chapter	Events and Submissions/Topic
ONLINE QUIZ	Review of all Unit materials	Assessment 3 - Individual Online Quiz (20%) Duration: 50 mins, 40 questions <ul style="list-style-type: none">◦ Available 0900 hrs AEST Thursday, 21 October 2021 - 1700 hrs AEST Friday 22 October 2021 ONLY.◦ MUST BE completed latest by 1700 hrs AEST Friday 22 October 2021◦ ONE ATTEMPT ONLY. INDIVIDUAL ASSESSMENT ONLINE QUIZ Due: Exam Week Monday (18 Oct 2021) 11:45 pm AEST

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 - 5. 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 2000 and 2500 words for the total of the various parts of the assessment.

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

Assessment Due Date

Week 8 Monday (6 Sept 2021) 11:45 pm AEST

Return Date to Students

Week 10 Monday (20 Sept 2021)

Weighting

40%

Assessment Criteria

Learning Outcomes to be evidenced by this assessment:

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

Assessment criteria:

- The student displays an understanding of a research paradigm and evidences competence in scholarly writing
- The student displays an understanding of the Lean transformation framework and demonstrates ability to apply the concepts to the context of the case study
- The student relates the wastes of Lean to different PM methodologies and applies the concepts to the case study
- The student displays an understanding of teamwork as a pillar of the House of Lean and applies the concepts to the context of the case study
- The student demonstrates critical reflection and derives meaningful learning from this exercise
- The student displays competence in summarising findings and learning

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 is due in week 11.

Assessment Due Date

Week 11 Monday (27 Sept 2021) 11:45 pm AEST

Return Date to Students

Review/Exam Week Monday (11 Oct 2021)

Weighting

40%

Assessment Criteria

Learning Outcomes to be evidenced by this assessment

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

Assessment criteria:

- **The students demonstrate an understanding of leadership styles and display ability to apply the theories to the case study**
- **The students demonstrate an understanding of various aspects of PM competency and display ability to apply the theories to the case study**
- The students demonstrate an understanding of agile self-directed teams and their impact on centralised management control
- The students demonstrate an understanding of elements of project risk management and display the ability to identify risks and formulate responses
- The students display self reflection and identify areas for improvement

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, 21 October 2021**
- **End: 1700 hrs Friday, 22 October 2021**

2. **ONE ATTEMPT ONLY. MUST BE** completed latest by **1700 hrs Friday, 22 October 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 **0900 hrs Thursday, 21 October 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

Exam Week Monday (18 Oct 2021) 11:45 pm AEST

MUST BE completed latest by 1700 hrs AEST Friday 22 October 2021 • ONE ATTEMPT ONLY.

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