



PPMP20009 *Leading Lean Projects*

Term 3 - 2021

Profile information current as at 20/04/2024 10:17 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 3 - 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 SUTE survey

Feedback

The tools and techniques of lean management were eye-opening. The unit is well designed to highlight why there have been lots of changes in the production processes of many companies in recent years.

Recommendation

Continue to refine and update unit material as needed. Several items, such as videos and journal articles, are outdated and can be replaced with new content.

Feedback from SUTE survey

Feedback

The unit content was easy to navigate. All the resources including articles, recorded lectures, and tutorials supported the learning effectively. The assessment tasks have greatly contributed to a better understanding of the lean concept in project management.

Recommendation

Continue to refine the unit Moodle page for ease of navigation. Real case and authentic cases can be designed for assessments making them more practical and aligned to the unit learning outcomes.

Feedback from SUTE survey

Feedback

Several lectures and tutorial slides are too long making them non-engaging. It would be great if slides become more interactive. It would be good if more practical activities to be added to the tutorials.

Recommendation

Review the lecture and tutorial material to make them more interactive and engaging (especially for online delivery). In addition, introduce practical and engaging activities to tutorials.

Unit Learning Outcomes

On successful completion of this unit, you will be able to:

1. Review lean transformation framework by explaining lean approaches, project lifecycle and change management
2. Compare and contrast project management methodologies
3. Examine leadership competencies for successful delivery of projects
4. Determine management control systems for lean process capabilities
5. Explain the processes and techniques to acquire, develop and manage project teams.

This unit will satisfy one of the requirements for Australia Computer Society (ACS) accreditation in the postgraduate ICT courses.

The unit might also contribute to the required number of academic study units for students wishing to undertake profession certification with the Project Management Institute's (PMI) professional qualifications, such as CAPM or PMP.

The ACS recognises the Skills Framework for the Information Age (SFIA). SFIA is in use in over 100 countries and provides a widely used and consistent definition of ICT skills. SFIA is increasingly being used when developing job descriptions and role profiles. ACS members can use the tool MySFIA to build a skills profile at

<https://www.acs.org.au/professionalrecognition/mysfia-b2c.html>

This unit contributes to the following workplace skills codes as defined by SFIA:

- Business Analysis (BUAN),
- Project Management (PRMG),
- Stakeholder Relationship Management (RLMT),
- Systems Integration (SINT),
- Change Management (CHMG),
- Release and Deployment (RELM),
- IT Operations (ITOP),
- Problem Management (PBMG).

Alignment of Learning Outcomes, Assessment and Graduate Attributes



Alignment of Assessment Tasks to Learning Outcomes

Assessment Tasks	Learning Outcomes				
	1	2	3	4	5
1 - Written Assessment - 40%	•	•			
2 - Written Assessment - 40%			•	•	
3 - Online Quiz(zes) - 20%	•	•	•	•	•

Alignment of Graduate Attributes to Learning Outcomes

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
1 - Knowledge	○	○		○	
2 - Communication	○	○	○	○	○

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
3 - Cognitive, technical and creative skills	○	○		○	○
4 - Research		○	○		
5 - Self-management					
6 - Ethical and Professional Responsibility			○		○
7 - Leadership			○		○
8 - Aboriginal and Torres Strait Islander Cultures					

Alignment of Assessment Tasks to Graduate Attributes

Assessment Tasks	Graduate Attributes							
	1	2	3	4	5	6	7	8
1 - Written Assessment - 40%	○	○	○	○				
2 - Written Assessment - 40%	○	○	○	○		○		
3 - Online Quiz(zes) - 20%	○	○	○	○		○		

Textbooks and Resources

Textbooks

There are no required textbooks.

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

Ghulam Chaudhry Unit Coordinator
g.chaudhry@cqu.edu.au

Schedule

WEEK 1 - INTRODUCTION TO LEAN MANAGEMENT - 08 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
INTRODUCTION TO LEAN MANAGEMENT	Outline <ul style="list-style-type: none"> • What is Lean? • Lean concepts • Why Lean? • What is Six Sigma? • Lean Six Sigma Reading material <ul style="list-style-type: none"> • To be provided on the Moodle website 	<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 - 15 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
LEAN FRAMEWORK IN PROJECT MANAGEMENT	Outline <ul style="list-style-type: none"> • Lean concepts in project management • Lean framework in project management • Change management framework Reading material <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 2 • Tutorial 2

WEEK 3 - LEAN AND VALUE MANAGEMENT - 22 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
LEAN AND VALUE MANAGEMENT	Outline <ul style="list-style-type: none"> • Understanding value • The seven wastes • Sources of waste • Value stream mapping • Process improvement Reading material <ul style="list-style-type: none"> • To be provided on the Moodle website • 	<ul style="list-style-type: none"> • Lecture 3 • Tutorial 3

WEEK 4 - LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES - 29 Nov 2021

Module/Topic	Chapter	Events and Submissions/Topic
LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES	Outline <ul style="list-style-type: none"> • What is a project management methodology? • Characteristics of project life cycles • Project life cycle selection • Overview of PMBOK and PRINCE2 Reading material <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 4 • Tutorial 4 • Assessment 1 Issued

Vacation Week - 06 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
		<ul style="list-style-type: none"> • Students may use this week for a review of material covered so far and working on assessment 1. • Make-up classes may be scheduled during this week if necessary

WEEK 5 - AGILE PM AND LEAN METHODOLOGIES - 13 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic

AGILE PROJECT MANAGEMENT AND LEAN METHODOLOGIES	Outline <ul style="list-style-type: none"> • Agile vs traditional project management • Agile principles • Agile life cycles • Agile methods • Value stream mapping Reading material <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 5 • Tutorial 5
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WEEK 6 - LEADERSHIP COMPETENCIES FOR LEAN PROJECT MANAGEMENT - 20 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
LEADERSHIP COMPETENCIES FOR LEAN PROJECT MANAGEMENT	Outline <ul style="list-style-type: none"> • The role of a project manager • Competencies of a project manager • Differences between leadership and management • Leadership styles • Conflict management Reading material <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 6 • Tutorial 6 • Assessment 2 Issued

Vacation Week - 27 Dec 2021

Module/Topic	Chapter	Events and Submissions/Topic
		<ul style="list-style-type: none"> • 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 7 - TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT - 03 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT	Outline <ul style="list-style-type: none"> • Dynamics of team performance • Situational leadership for teams • Servant leader approach • The role of a project manager in an Agile environment • The role of a team member in an Agile environment • Agile mindset • Agile roles • Agile techniques Reading material <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 7 • Tutorial 7 • Assessment 1 Due: Friday, Week 7 <p>Assessment 1 - A study of Lean principles in project management Due: Week 7 Friday (7 Jan 2022) 11:45 pm AEST</p>

WEEK 8 - PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES - 10 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES	Outline <ul style="list-style-type: none"> • What is quality? • Quality management concepts • The cost of quality • Seven quality control tools • The 5 Why's • Kaizen events • 5S technique Reading material <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 8 • Tutorial 8

WEEK 9 - LEAN SIX SIGMA CONCEPTS AND APPLICATIONS - 17 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic

LEAN SIX SIGMA CONCEPTS AND APPLICATIONS	<p>Outline</p> <ul style="list-style-type: none"> • What is Lean Six Sigma? • Six Sigma quality approach • Principles of statistical quality control • Lean Six Sigma journey • A Lean tool: The Kanban system <p>Reading material</p> <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 9 • Tutorial 9
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WEEK 10 - ORGANISATIONAL PROJECT MANAGEMENT (OPM) - 24 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
ORGANISATIONAL PROJECT MANAGEMENT (OPM)	<p>Outline</p> <ul style="list-style-type: none"> • What is OPM? • Benefits of implementing OPM • Organizational strategy and business change • Organizational maturity and project success • Best practices in OPM • Readiness for implementing OPM • OPM implementation framework <p>Reading material</p> <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 10 • Tutorial 10

WEEK 11 - RISK MANGEMENT FOR LEAN PROJECTS - 31 Jan 2022

Module/Topic	Chapter	Events and Submissions/Topic
RISK MANAGEMENT FOR LEAN PROJECTS	<p>Outline</p> <ul style="list-style-type: none"> • What is project risk? • What is project risk management? • Project risk management processes • Risk management tools for Lean projects <p>Reading material</p> <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 11 • Tutorial 11 • Assessment 2 Due: Friday, Week 11 <p>Assessment 2 - Leadership competencies and management control systems for Lean process capabilities Due: Week 11 Friday (4 Feb 2022) 11:45 pm AEST</p>

WEEK 12 - REVIEW OF PMBOK® GUIDE AND PRINCE2® - 07 Feb 2022

Module/Topic	Chapter	Events and Submissions/Topic
REVIEW OF PMBOK® GUIDE AND PRINCE2®	<p>Outline</p> <ul style="list-style-type: none"> • PM Process Groups in PMBOK • PM Knowledge Areas in PMBOK • PM Processes in PMBOK • PM Principles in PRINCE2 • PM Themes in PRINCE2 • PM Processes in PRINCE2 <p>Reading material</p> <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 12 • Tutorial 12 • Assessment 3 (Online Quiz) Due: Friday, Exam Week

Exam Week - 14 Feb 2022

Module/Topic	Chapter	Events and Submissions/Topic
		<p>Assessment 3 - Online Quiz Due: Exam Week Friday (18 Feb 2022) 10:00 pm AEST</p>

Assessment Tasks

1 Assessment 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 scenario in which you are required to identify, analyse and explain lean project management concepts and project management practices that are taught weeks 1 through 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 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.

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 7 Friday (7 Jan 2022) 11:45 pm AEST

Return Date to Students

Week 9 Friday (21 Jan 2022)

Weighting

40%

Assessment Criteria

- The response/s demonstrate an understanding of the Lean transformation framework and exhibit the ability to apply the concepts to the context of the case study (20%).
- The response/s relate the wastes of Lean to different PM methodologies and apply the concepts to the case study (20%).
- The response/s demonstrate an understanding of at least three principles of the House of Lean and apply the concepts to the context of the case study (20%).
- The response/s demonstrate critical reflection and exhibit meaningful learning from this exercise (20%).
- The response/s demonstrate competence in summarising findings and learning (20%).
- Postgraduate standards of writing, including clarity of expression, grammar, spelling, and referencing form part of the grading considerations within each of the above criteria.

Referencing Style

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

Submission

Online

Submission Instructions

As per assessment specifications

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 Assessment 2 - Leadership competencies and management control systems for Lean process capabilities

Assessment Type

Written Assessment

Task Description

This assessment is to be completed in GROUPS of 3-4 members. Distance (DST) learning students will also have to form similar groups. 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.**

You will be given a case scenario and you are required to analyse the case scenario and apply your knowledge gained during weeks 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.

Word count is between 3000 and 3500 words for the total of the various parts of the assessment.

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

Assessment Due Date

Week 11 Friday (4 Feb 2022) 11:45 pm AEST

Return Date to Students

Assignment will be returned to students on the day of confirmation of grades.

Weighting

40%

Assessment Criteria

- The response/s demonstrate an understanding of leadership styles and exhibit the ability to apply the theories to the case study (20%).
- The response/s demonstrate an understanding of various aspects of PM competency and exhibit the ability to apply the theories to the case study (20%).
- The response/s demonstrate an understanding of agile self-directed teams and their impact on centralised management control (20%).
- The response/s demonstrate an understanding of elements of project risk management and exhibit the ability to identify risks and formulate responses (20%).
- The response/s demonstrate critical reflection and identify areas for improvement (20%).
- Postgraduate standards of writing, including clarity of expression, grammar, spelling, and referencing form part of the grading considerations within each of the above criteria.

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 tasks on behalf of the entire group. You decide which group member will upload. Please make sure the team member names and student IDs 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 Assessment 3 - Online Quiz

Assessment Type

Online Quiz(zes)

Task Description

This assessment item involves an online quiz.

You will be required to answer a set of questions related to all the learning outcomes of this unit. The quiz will be based on the knowledge gained throughout the term. In order for you to complete the quiz, it is necessary for you to complete all learning activities prescribed in this unit.

- Only **one** attempt is allowed.
- The quiz is an open-book test.
- The quiz must be completed within the given timeframe.
- The quiz will be available for 36 hours on the Moodle website.
- There will be 40 questions (a combination of multiple-choice and true/false questions).
- There will be a time limit of 60 minutes to complete the quiz. Your quiz will automatically be submitted after 60 minutes.
- The quiz covers the content from week 1 to 12 (lectures, tutorials, readings, etc.).
- Questions will be drawn from a pool of 450 questions. When you attempt the quiz, 40 questions will be randomly selected and displayed to you. It is very unlikely that two students will see the same questions.
- You can attempt the quiz at any location provided you have access to Moodle website.
- It is your responsibility to use a reliable internet connection to attempt the quiz.

Number of Quizzes

1

Frequency of Quizzes

Assessment Due Date

Exam Week Friday (18 Feb 2022) 10:00 pm AEST

The quiz opens on Thursday at 10:00 AM AEST and closes at 10:00 PM AEST on Friday during the Exam Week.

Return Date to Students

The online quiz will be marked by the Moodle computer program upon submission. Marks will be released after the quiz has been closed.

Weighting

20%

Assessment Criteria

- The quiz consists of 40 questions
- Each question carries equal marks
- No penalty 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