PPMP20009 *Leading Lean Projects*
Term 2 - 2022

Profile information current as at 27/09/2024 10:14 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 - 2022

- 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 Feedback from students and Academics.

Feedback

The shift from theoretical assessments to assessments which enabled students to practically apply the unit content in their own workplaces was appreciated not only by students but by academics including those external to the university.

Recommendation

Continue to include authentic and practical assessments that enable students to directly apply the content to their own contexts.

Feedback from Feedback from students.

Feedback

Providing students with a practice quiz provided students with another mechanism to engage with the course content and was appreciated by students.

Recommendation

Continue to offer the practice quiz that reflects the summative quiz that the students will take.

Unit Learning Outcomes

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

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

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

The unit might also contribute to the required number of academic study units for students wishing to undertake profession certification with the Project Management Institute's (PMI) professional qualifications, such as CAPM or PMP. The ACS recognises the Skills Framework for the Information Age (SFIA). SFIA is in use in over 100 countries and provides a widely used and consistent definition of ICT skills. SFIA is increasingly being used when developing job descriptions and role profiles. ACS members can use the tool MySFIA to build a skills profile at https://www.acs.org.au/professionalrecognition/mysfia-b2c.html

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

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

Alignment of Learning Outcomes, Assessment and Graduate Attributes

— N/A Level	○ Introductory Level	○ Intermediate Level	• Graduate Level	○ Professional Level	○ Advanced Level

Alignment of Assessment Tasks to Learning Outcomes

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

Alignment of Graduate Attributes to Learning Outcomes

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

Alignment of Assessment Tasks to Graduate Attributes

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

Textbooks and Resources

Textbooks

There are no required textbooks.

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Computer - ability to access study materials, to upload and submit assessments etc. Ability to access Zoom may be needed for situations such as lockdowns or if you are enrolled as an online student.

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

Natalie Ewin Unit Coordinator
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Schedule

WEEK 1 - INTRODUCTION TO LEAN MANAGEMENT - 11 Jul 2022

Module/Topic	Chapter	Events and Submissions/Topic
INTRODUCTION TO LEAN MANAGEMENT	**Outline** • What is Lean? • Lean concepts • Why Lean? • What is Six Sigma? • Lean Six Sigma **Reading material** • To be provided on the Moodle website	• Ice breaking and unit details • Expectations and overview • Lecture 1 • Tutorial 1

WEEK 2 - LEAN FRAMEWORK IN PROJECT MANAGEMENT - 18 Jul 2022

Module/Topic	Chapter	Events and Submissions/Topic
LEAN FRAMEWORK IN PROJECT MANAGEMENT	**Outline** • Lean concepts in project management • Lean framework in project management • Change management framework **Reading material** • To be provided on the Moodle website	• Lecture 2 • Tutorial 2

WEEK 3 - LEAN AND VALUE MANAGEMENT - 25 Jul 2022

Module/Topic	Chapter	Events and Submissions/Topic

	Outline • Understanding value • The seven wastes • Sources of waste • Value stream mapping • Process improvement **Reading material** • To be provided on the Moodle website •	• Lecture 3 • Tutorial 3
LEAN AND VALUE MANAGEMENT		

WEEK 4 - LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES - 01 Aug 2022

Module/Topic	**Chapter**	**Events and Submissions/Topic**
LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES	Outline • What is a project management methodology? • Characteristics of project life cycles • Project life cycle selection • Overview of PMBOK and PRINCE2 **Reading material** • To be provided on the Moodle website	• Lecture 4 • Tutorial 4 • **Assessment 1 Part 1 Due: Friday, Week 4**

WEEK 5 - AGILE PROJECT MANAGEMENT AND LEAN METHODOLOGIES - 08 Aug 2022

Module/Topic	**Chapter**	**Events and Submissions/Topic**
AGILE PROJECT MANAGEMENT AND LEAN METHODOLOGIES	Outline • Agile vs traditional project management • Agile principles • Agile life cycles • Agile methods • Value stream mapping **Reading material** • To be provided on the Moodle website	• Lecture 5 • Tutorial 5 • **Assessment 1 Part 2 Due: Friday, Week 5**

Vacation Week - 15 Aug 2022

Module/Topic	**Chapter**	**Events and Submissions/Topic**
		• 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 6 - LEADERSHIP COMPETENCIES FOR LEAN PROJECT MANAGEMENT - 22 Aug 2022

Module/Topic	**Chapter**	**Events and Submissions/Topic**
LEADERSHIP COMPETENCIES FOR LEAN PROJECT MANAGEMENT	Outline • The role of a project manager • Competencies of a project manager • Differences between leadership and management • Leadership styles • Conflict management **Reading material** • To be provided on the Moodle website	• Lecture 6 • Tutorial 6

WEEK 7 - TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT - 29 Aug 2022

Module/Topic	**Chapter**	**Events and Submissions/Topic**

Module/Topic	Chapter	Events and Submissions/Topic
TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT	**Outline** • 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** • To be provided on the Moodle website	• Lecture 7 • Tutorial 7 • **Assessment 2 Part 1 Due: Friday, Week 7**

WEEK 8 - PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES - 05 Sep 2022

Module/Topic	Chapter	Events and Submissions/Topic
PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES	**Outline** • What is quality? • Quality management concepts • The cost of quality • Seven quality control tools • The 5 Why's • Kaizen events • 5S technique **Reading material** • To be provided on the Moodle website	• Lecture 8 • Tutorial 8

WEEK 9 - LEAN SIX SIGMA CONCEPTS AND APPLICATIONS - 12 Sep 2022

Module/Topic	Chapter	Events and Submissions/Topic
LEAN SIX SIGMA CONCEPTS AND APPLICATIONS	**Outline** • What is Lean Six Sigma? • Six Sigma quality approach • Principles of statistical quality control • Lean Six Sigma journey • A Lean tool: The Kanban system **Reading material** • To be provided on the Moodle website	• Lecture 9 • Tutorial 9

WEEK 10 - ORGANISATIONAL PROJECT MANAGEMENT (OPM) - 19 Sep 2022

Module/Topic	Chapter	Events and Submissions/Topic
ORGANISATIONAL PROJECT MANAGEMENT (OPM)	**Outline** • 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 **Reading material** • To be provided on the Moodle website	• Lecture 10 • Tutorial 10

WEEK 11 - RISK MANGEMENT FOR LEAN PROJECTS - 26 Sep 2022

Module/Topic	Chapter	Events and Submissions/Topic

RISK MANAGEMENT FOR LEAN PROJECTS	**Outline** • What is project risk? • What is project risk management? • Project risk management processes • Risk management tools for Lean projects **Reading material** • To be provided on the Moodle website	• Lecture 11 • Tutorial 11 • **Assessment 2 Part 2 Due: Friday, Week 11**

WEEK 12 - REVIEW OF PMBOK® GUIDE AND PRINCE2® - 03 Oct 2022

Module/Topic	**Chapter**	**Events and Submissions/Topic**
REVIEW OF PMBOK® GUIDE AND PRINCE2®	**Outline** • 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 **Reading material** • To be provided on the Moodle website	• Lecture 12 • Tutorial 12 • **Assessment 3 (Quiz) Due: Friday, Week 12**

Review/Exam Week - 10 Oct 2022

Module/Topic	**Chapter**	**Events and Submissions/Topic**

Exam Week - 17 Oct 2022

Module/Topic	**Chapter**	**Events and Submissions/Topic**
		Assessment 3 - Online Quiz Due: Exam Week Friday (21 Oct 2022) 11:45 pm AEST

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** and will consist of two parts, each with a 20% weighting on your overall grade.

Part 1 - The Case Study (20 marks)
Due Friday, Week 4 (Maximum two pages)
Create a two-page case study using the knowledge you obtain from performing a *Gemba Walk* within your current workplace. During the *Gemba Walk*, you will look to identify an opportunity for Lean Transformation in your workplace. Your case study will be shared with others. Therefore, you will need to ensure that what is provided is appropriate and can be shared. Discuss with your tutor early if you believe you cannot produce a case study relating to your current workplace, for example, if you are not currently working.
Click here for more information on developing case studies.
Click here for more information on the *Gemba walk*.

Part 2 - Project and Change Management (20 Marks)
Due Friday, Week 5
Building on your case study submission (part 1), you will further develop your work by addressing the followings:

- Describe a project management methodology and create a visual representation of the associated project lifecycle that best suits the proposed lean transformation project. Ensure you justify your response.
- Discuss five lean principles related to the proposed lean transformation project.
- Using the ADKAR model to describe how you would manage the change(s) necessary to implement the lean transformation project.

Please check the unit Moodle page for further details.

Assessment Due Date

Assessment 1 is submitted in two parts, the first in Week 4 and the second in Week 5.

Return Date to Students

As per CQU Assessment Policy and Procedure (Higher Education Coursework)

Weighting
40%

Assessment Criteria
Your work will be assessed based on the quality, level of professionalism, thoroughness, consistency and proper application of tools/techniques thought in the unit. The allocated marks are as below:

Part 1 - The Case Study (Week 4)

- Organisation's overview (2 marks).
- Issue/opportunity to be addressed through a lean transformation project. (2 marks)
- Specific waste (2 marks)
- Waterfall or Agile (2 marks)
- Customer, requirements, quality and process (8 marks)
- Professionally presented and formatted (3 marks)
- Self-assessment (1 mark)

Part 2 - Project and Change Management (Week 5)

- Project management methodology and lifecycle (4 marks)
- Lean principles (5 marks)
- ADKAR model (10 marks)
- Self-assessment (1 mark)

Referencing Style

- American Psychological Association 7th Edition (APA 7th edition)

Submission
Online

Submission Instructions
Submission guidelines will be provided in the unit Moodle page.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research

Learning Outcomes Assessed

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

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 two parts. **Part 1** is an **individual assessment** worth 10% of the overall grade, and **Part 2** is a **group assessment** worth 30% of the overall grade.

Part 1 - Reflective practice assessment (10 marks)
Due Friday, Week 7
Using a given template, you will rate and reflect on your skill levels against several competencies outlined in the Project Management Institute's (PMI) 'Talent Triangle'. You will then respond to a few questions about your assessed

competencies.
You can read more about PMI's Talent Triangle here.

Part 2 - G**roup assessment (30 marks)**
Due Friday, Week 11
On-campus students will form groups of 3-4 members to perform this assignment. Groups will be formed by Week 5 in discussion with your tutor, and all groups will be issued a unique group identifier. You, as a group, will discuss the choice of your case study with your tutor and gradually complete a given template to reflect on the relevant theory provided in the unit. You must demonstrate critical reflection in linking theory to the case study.
IMPORTANT NOTE: Distance Learning Students (DSTs) and offshore students will need to do Part 2 of this assessment **INDIVIDUALLY**.

Assessment Due Date

There are two parts to this assessment. Part 1 is due Friday week 7 and Part 2 is due Friday week 11.

Return Date to Students

As per CQU Assessment Policy and Procedure (Higher Education Coursework)

Weighting
40%

Assessment Criteria
Your work will be assessed based on the quality, level of professionalism, thoroughness, consistency and proper application of tools/techniques thought in the unit. The allocated marks are as below:

Part 1 - Individual Submission (Week 7)

- Competency audit (3 marks)
- Crucial leadership competency (1 mark)
- Reflective Practice (6 marks)

Part 2 - Group Submission (Week 11)

- Agile tools and techniques for productive teams (10 marks)
- Project Prioritisation (2 marks)
- Value Stream Mapping (5 marks)
- Risk Management (2 marks)
- Best practices for lean leadership (4 marks)
- Quality control tools for Lean (4 marks)
- Retrospective (3 marks)

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.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

Learning Outcomes Assessed

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

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. 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 24 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. 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 (21 Oct 2022) 11:45 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
Each question carries equal marks, and there are no penalties for wrong answers.

Referencing Style

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

Submission
Online

Submission Instructions
Submission guidelines will be provided in the unit Moodle page.

Graduate Attributes

- Knowledge
- Communication
- Cognitive, technical and creative skills
- Research
- Ethical and Professional Responsibility

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.

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