



PPMP20009 *Leading Lean Projects*

Term 1 - 2023

Profile information current as at 03/11/2025 11:21 pm

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 1 - 2023

- Brisbane
- Melbourne
- Online
- 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



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)
- MS Teams
- 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: [Harvard \(author-date\)](#)
For further information, see the Assessment Tasks.

Teaching Contacts

Natalie Ewin Unit Coordinator
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Schedule

WEEK 1 - INTRODUCTION TO LEAN MANAGEMENT - 06 Mar 2023

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 - 13 Mar 2023

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 - 20 Mar 2023

Module/Topic	Chapter	Events and Submissions/Topic
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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
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WEEK 4 - LEAN THINKING AND PROJECT MANAGEMENT METHODOLOGIES - 27 Mar 2023

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

WEEK 5 - AGILE PROJECT MANAGEMENT AND LEAN METHODOLOGIES - 03 Apr 2023

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 • Assessment 1 Due: Monday, Week 5 <p>Assessment 1 - Case Study Due: Week 5 Monday (3 Apr 2023) 8:00 am AEST</p>

Vacation Week - 10 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic
		<ul style="list-style-type: none"> • Make-up classes may be scheduled during this week if necessary

WEEK 6 - LEADERSHIP COMPETENCIES FOR LEAN PROJECT MANAGEMENT - 17 Apr 2023

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

WEEK 7 - TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT - 24 Apr 2023

Module/Topic	Chapter	Events and Submissions/Topic

TEAM COMPETENCIES FOR AGILE PROJECT MANAGEMENT	<p>Outline</p> <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 <p>Reading material</p> <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 7 • Tutorial 7
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WEEK 8 - PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES - 01 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
PROJECT QUALITY MANAGEMENT TOOLS AND TECHNIQUES	<p>Outline</p> <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 <p>Reading material</p> <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 - 08 May 2023

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

WEEK 10 - ORGANISATIONAL PROJECT MANAGEMENT (OPM) - 15 May 2023

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 - 22 May 2023

Module/Topic	Chapter	Events and Submissions/Topic
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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: Friday, Week 11**

Assessment 2 - Leadership competencies and management control systems for lean process capabilities Due: Week 11 Friday (26 May 2023) 11:59 pm AEST

WEEK 12 - REVIEW OF PMBOK® GUIDE AND PRINCE2® - 29 May 2023

Module/Topic

Chapter

Events and Submissions/Topic

REVIEW OF PMBOK® GUIDE AND PRINCE2®

Outline

- PM Process Groups in PMBOK
- PM Knowledge Areas in PMBOK
- ANSI Standard for Project management and PMBOK 7th Ed.
- 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

Review/Exam Week - 05 Jun 2023

Module/Topic

Chapter

Events and Submissions/Topic

- **Assessment 3 (Quiz) Due: Friday, Review/Exam Week**

Assessment 3 - Online Quiz Due: Review/Exam Week Friday (9 June 2023) 5:00 pm AEST

Exam Week - 12 Jun 2023

Module/Topic

Chapter

Events and Submissions/Topic

Assessment Tasks

1 Assessment 1 - Case Study

Assessment Type

Written Assessment

Task Description

This assessment is to be completed and submitted **INDIVIDUALLY** and equates to 40% of your overall grade.

Due: Monday of the Week 5

You will complete a Gemba Walk at your workplace. During the *Gemba Walk*, you will look to identify an opportunity for Lean Transformation in that environment, specifically by identifying a Lean Waste within a specific process within your organisation.

You will then create a case study (maximum four pages) using the knowledge you obtain from performing a *Gemba Walk* within your workplace that address the criteria noted below. The 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.

Assessment Due Date

Week 5 Monday (3 Apr 2023) 8:00 am AEST

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:

The Case Study (Monday Week 5)

The criteria are to be read with the additional information provided on the Moodle site, for example, the Moodle site outlines in more specific detail what is to be included to address each criteria.

1. An overview of the organisation (3 marks)
2. An explanation of the process you will be observing during your Gemba Walk (3 marks)
3. A description of how you completed the Gemba Walk. (6 marks)
4. A description of the insights you gained during the Gemba Walk, including the specific 'Lean Waste' identified'. (6 marks)
5. A description of the lean transformation project you propose to reduce or remove the lean waste identified. (6 marks)
6. A discussion and justification of whether the lean transformation project should be managed with an Agile or Waterfall project management approach. (2 marks)
7. A description of how you would manage the change necessary to implement the outputs of the Lean Transformation Project using the ADKAR change management model. (10 marks)
8. The case study is professionally presented, including correct spelling and grammar, is a maximum of four pages, and is reflective of examples provided in that it is visually appealing and concise. (4 marks)

Please check the unit Moodle page for further details.

Referencing Style

- [Harvard \(author-date\)](#)

Submission

Online

Submission Instructions

Submission guidelines will be provided in the unit Moodle page.

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

Group submission (40 marks)

Due Friday, Week 11

Students will form into groups of four members to perform this assignment. Groups will be formed in the tutorials by Week 3 in discussion with your tutor. You need to attend the tutorials to ensure that you are placed into a group and to work on tasks related to the assessment with your group members during the tutorials. Students who do not attend tutorials with relevant assessment tasks may miss out on the marks associated with that task in the assessment. As a group you will discuss the case studies the group members have each prepared. You will then decide on which case study your group will continue to work on using project prioritisation.

The assessment asks you to then describe and justify your prioritisation process. You will then need to consider the characteristics of productive teams, and how using Agile project management tools and techniques can assist in this respect. Your group will then choose one that you will use to assist you to successfully complete the group assessment. Your group will start using this tool and will be asked to reflect on whether it did in fact help with your group work. As a group you will apply relevant unit theory including Lean leadership and quality control to the case study you have prioritised. You will be provided with a template to capture your process, responses and reflections. You must demonstrate critical reflection in linking relevant theory to the case study and your practical application of the Agile tool or technique whilst completing the assessment.

As the assessment contains both practical and theoretical elements it is important that you attend the tutorials to ensure that you understand assessment requirements to be able to demonstrate the concepts being assessed.

Assessment Due Date

Week 11 Friday (26 May 2023) 11:59 pm AEST

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:

- Project Prioritisation (2 marks)
- Characteristics of Highly Functioning Teams (2 marks)
- Team Issues and Mitigation (4 marks)
- Agile tool/techniques and how you would use it as a team (2 marks)
- Lean Leadership Principles (15 marks)
- Value Stream Map and Value Improvement (6 marks)
- Quality control tools for Lean (4 marks)
- Retrospective (5 marks)

Referencing Style

- [Harvard \(author-date\)](#)

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. 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 48 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**

Review/Exam Week Friday (9 June 2023) 5:00 pm AEST

The quiz opens on Thursday at 9:00 AM AEST and closes at 5:00 AM 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

- [Harvard \(author-date\)](#)

Submission

Online

Submission Instructions

Submission guidelines will be provided in the unit Moodle page.

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