



PPMP20009 *Leading Lean Projects*

Term 3 - 2024

Profile information current as at 25/04/2025 09:27 am

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 - 2024

- 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 Student Evaluation Report

Feedback

Students demonstrated a high level of teaching effectiveness, with a strong focus on student learning and engagement.

Recommendation

The unit delivery will continue to maintain teaching effectiveness by regularly seeking student feedback and incorporating innovative teaching methods to further boost engagement and learning outcomes.

Feedback from Student Evaluation Report

Feedback

Students suggested that incorporating greater flexibility in the assessments would help them manage their workload more effectively based on their individual schedules.

Recommendation

While flexibility in submission deadlines can be incorporated where possible, the progressive nature of certain assessment components necessitates active student participation in tutorial sessions throughout the term.

Feedback from Student Evaluation Report

Feedback

Students found it may be beneficial to replace the quiz with visual tools.

Recommendation

While engaging assessments are prioritised, quizzes are sometimes deemed essential to check individual students' understanding and knowledge. However, efforts are made to make the quizzes as interactive as possible.

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)
- CQUniversity Library Resources
- E-reading List
- Online databases (e.g. Emerald and ScienceDirect) for journal articles

Referencing Style

All submissions for this unit must use the referencing style: [Harvard \(author-date\)](#)
For further information, see the Assessment Tasks.

Teaching Contacts

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

Schedule

Week 1 - 04 Nov 2024

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 - 11 Nov 2024

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 - 18 Nov 2024

Module/Topic	Chapter	Events and Submissions/Topic
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Lean and Value Management	<p>Outline</p> <ul style="list-style-type: none"> • Understanding value • The seven wastes • Sources of waste • Value stream mapping • Process improvement <p>Reading material</p> <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 - 25 Nov 2024

Module/Topic	Chapter	Events and Submissions/Topic
Lean Thinking and Project Management Methodologies	<p>Outline</p> <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 <p>Reading material</p> <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 - 02 Dec 2024

Module/Topic	Chapter	Events and Submissions/Topic
Agile Project Management and Lean Methodologies	<p>Outline</p> <ul style="list-style-type: none"> • Agile vs traditional project management • Agile principles • Agile life cycles • Agile methods • Value stream mapping <p>Reading material</p> <ul style="list-style-type: none"> • To be provided on the Moodle website 	<ul style="list-style-type: none"> • Lecture 5 • Tutorial 5

Week 6 - 09 Dec 2024

Module/Topic	Chapter	Events and Submissions/Topic
Lean Project Management and Leadership Competencies	<p>Outline</p> <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 <p>Reading material</p> <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 - 16 Dec 2024

Module/Topic	Chapter	Events and Submissions/Topic
Agile Project Management and Team Competencies	<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 terms <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 <p>Assessment 1 - A study of Lean principles in project management Due: Week 7 Friday (20 Dec 2024) 11:45 pm AEST</p>

Vacation Week - 23 Dec 2024

Module/Topic	Chapter	Events and Submissions/Topic
This is a non-teaching week		

Vacation Week - 30 Dec 2024

Module/Topic	Chapter	Events and Submissions/Topic
This is a non-teaching week		

Week 8 - 06 Jan 2025

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 	<ul style="list-style-type: none"> • Lecture 8 • Tutorial 8
	Reading material	
	<ul style="list-style-type: none"> • To be provided on the Moodle website 	

Week 9 - 13 Jan 2025

Module/Topic	Chapter	Events and Submissions/Topic
Lean Six Sigma - Concepts and Applications	Outline	
	<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 	<ul style="list-style-type: none"> • Lecture 9 • Tutorial 9
	Reading material	
	<ul style="list-style-type: none"> • To be provided on the Moodle website 	

Week 10 - 20 Jan 2025

Module/Topic	Chapter	Events and Submissions/Topic
Risk Management for Lean Projects	Outline	
	<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 	<ul style="list-style-type: none"> • Lecture 10 • Tutorial 10
	Reading material	
	<ul style="list-style-type: none"> • To be provided on the Moodle website 	

Week 11 - 27 Jan 2025

Module/Topic	Chapter	Events and Submissions/Topic
Organisational Project Management (OPM)	Outline	
	<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 	<ul style="list-style-type: none"> • Lecture 11 • Tutorial 11
	Reading material	
	<ul style="list-style-type: none"> • To be provided on the Moodle website 	Assessment 2 - Leadership competencies and management control systems for lean process capabilities Due: Week 11 Friday (31 Jan 2025) 11:45 pm AEST

Week 12 - 03 Feb 2025

Module/Topic	Chapter	Events and Submissions/Topic
Review of PMBOK® and PRINCE2®	Outline <ul style="list-style-type: none"> • PM Principles in PMBOK • PP Domains in PMBOK • PM Process Groups in PMBOK • PM Principles in PRINCE2 • PM Themes in PRINCE2 • PM Processes in PRINCE2 Reading material <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: Week 12 Friday (7 Feb 2025) 11:45 pm AEST
Exam Week - 10 Feb 2025		
Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Assessment 1 - A study of Lean principles in project management

Assessment Type

Written Assessment

Task Description

This assessment item is an **individual** assignment worth **40%** of the unit marks.

You will be given a case study in which you are required to identify, analyse and explain Lean project management concepts and practices taught through Weeks 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 outcomes described in the case study. 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 will be assessed based on the marking criteria. These criteria support the achievement of the unit learning outcomes stated in the assessment specification document provided on the Moodle website. You must demonstrate critical reflection in linking theory to the case study. All your work must be properly referenced.

Full instructions and requirements about this assessment will be provided on the Moodle website.

Assessment Due Date

Week 7 Friday (20 Dec 2024) 11:45 pm AEST

Return Date to Students

Week 9 Friday (17 Jan 2025)

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

Weighting

40%

Assessment Criteria

- The student demonstrates an understanding of the Lean transformation framework and exhibits the 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 demonstrates an understanding of at least three principles of the House of Lean and applies the concepts to the context of the case study.
- The student demonstrates critical reflection and exhibits meaningful learning from this exercise.
- The student demonstrates competence in summarising findings and learning.
- The student demonstrates ethical considerations in the use of AI, including ethical AI acknowledgment, cross-verification for accuracy and responsible referencing
- The student demonstrates postgraduate standards of writing, including clarity of expression, grammar, spelling, and referencing.

Referencing Style

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

Submission

Online

Submission Instructions

Submission guidelines will be provided on the Moodle website

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 item is a **group** assignment worth **40%** of the unit marks.

- You are required to form a group consisting of 3-4 students within your tutorial class in consultation with your tutor.
- Distance education students can also form groups with other distance education students or complete this assignment individually in consultation with the unit coordinator.
- Groups must be finalised by the end of Week 5 with the consent and approval of your tutor.

You will be given a case study in which you are required to analyse the case study and apply your knowledge gained through Weeks 1 - 10 to structure your answers to the given 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 study. You must demonstrate critical reflection in linking theory to the case study. All your work must be properly referenced. Full instructions and requirements about this assessment will be provided on the Moodle website.

Assessment Due Date

Week 11 Friday (31 Jan 2025) 11:45 pm AEST

Return Date to Students

This assignment marks will be released to the students on the day of confirmation of grades.

Weighting

40%

Assessment Criteria

- The students demonstrate an understanding of leadership styles and display the ability to apply the theories to the case study
- The students demonstrate an understanding of various aspects of PM competency and display the 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
- The students demonstrate ethical considerations in the use of AI, including ethical AI acknowledgment, cross-verification for accuracy, and responsible referencing
- The students demonstrate postgraduate standards of writing, including clarity of expression, grammar, spelling, and referencing

Referencing Style

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

Submission

Online

Submission Instructions

Submission guidelines will be provided on the Moodle website

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 worth **20%** of the unit marks. The quiz will evaluate your knowledge and understanding of topics and material covered during the term.

- Only **one attempt** will be allowed.
- The quiz will be an **in-class** and **closed-book** test.
- The quiz will be conducted during the scheduled tutorial classes in **Week 12**.
- On-campus students must attend their tutorial class in Week 12 to attempt and complete the quiz. Distance learning students will be given a specific timeframe to complete the quiz during a Zoom session.
- The quiz will be administered by the respective tutors during their tutorial classes in Week 12. Distance learning students will complete the quiz under the supervision of the unit coordinator.
- The quiz open and close dates shown on Moodle are to cater for all the tutorial classes across all campuses and distance learning students as well.
- The quiz will cover the content from Weeks 1 to 11 (lectures, tutorials, and recommended readings).
- When you attempt the quiz, questions will be randomly selected from a pool of questions based on each weekly topic and displayed to you. It is very unlikely that two students will receive the same questions.
- The quiz will consist of **40 questions** (a combination of multiple-choice and true/false questions).
- Your attempt will have a time limit of **40 minutes**. Once you start the quiz, the timer will begin to count down and cannot be paused. You must finish your attempt before it expires (open attempts will automatically be submitted).
- The students, who are **absent** from their scheduled tutorial class in Week 12, will receive **zero (0/20) marks** unless an extension has been granted.
- Any attempt to complete the quiz outside of your scheduled tutorial class will also result in **zero (0/20) marks**.
- The students will be able to view their marks once the quiz has been closed.
- Re-attempt of this assessment task will not be allowed.

Number of Quizzes

1

Frequency of Quizzes

Assessment Due Date

Week 12 Friday (7 Feb 2025) 11:45 pm AEST

The quiz will only be conducted in-class during the scheduled tutorial classes in Week 12 for on-campus students. A separate Zoom session will be scheduled for online students

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
- There are no penalties for incorrect answers

Referencing Style

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

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