



PPMP20014 Complex Project Management

Term 2 - 2017

Profile information current as at 17/05/2024 08:13 am

All details in this unit profile for PPMP20014 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

This unit provides an introduction and overview of the field of practice known as complex project management. Complex project management is when a project has three characteristics. Firstly, complex projects are very complicated with lots of parts and interconnections. Secondly, there is a great deal of uncertainty. Finally, they are heavily time-constrained so there is little time to make decisions. In this unit you will explore these characteristics and how to manage them by undertaking assessments for complexity through analysis and systematic inquiry. You will investigate approaches to complexity by forecasting impacts and modelling outcomes. You will analyse the complexities of causes and effects, such as the role played by leaders, setting objectives, environmental and technological limitations and factors, and other constraints that increase complexity. In the unit you will be introduced to a number of examples of complex projects through case studies. You will be able to investigate and discuss the case studies with your peers and lecturers to increase your understanding and proficiency with the management of complex 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

Students must have completed the CQUniversity Graduate Diploma of Project Management or equivalent Project Management qualification from another Institution in order to do 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 - 2017

- Brisbane
- Distance
- Melbourne
- 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. **Group Discussion**

Weighting: 40%

2. **Online Quiz(zes)**

Weighting: 10%

3. **Written Assessment**

Weighting: 50%

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 Interaction with student

Feedback

Scope for forum debate

Recommendation

The assessment regime will be changed to cater for in class discussion as well as online discussion.

Unit Learning Outcomes

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

1. Explain the causes, environments, and properties of complex projects.
2. Identify different tools and techniques to aid a project manager manage complex projects.
3. Critically analyse whether different projects cases are complex projects.
4. Formulate, argue and defend a strategy that a project manager can apply to a complex project case study.
5. In a team analyse the root causes of failure with a number of sample complex project cases.

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 - Group Discussion - 40%	•	•		•	•
2 - Online Quiz(zes) - 10%	•	•			
3 - Written Assessment - 50%	•	•	•		

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	○	○	○	○	○

Graduate Attributes	Learning Outcomes				
	1	2	3	4	5
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 - Group Discussion - 40%	○	○	○	○	○	○	○	
2 - Online Quiz(zes) - 10%	○		○	○				
3 - Written Assessment - 50%	○	○	○	○	○			

Textbooks and Resources

Textbooks

There are no required textbooks.

Additional Textbook Information

This unit uses material from the Project Management Institute (PMI) web site www.pmi.org. Students should become either student or full members of the PMI to access the material used in this unit.

This unit also makes extensive use of Australian Standards and journal articles. Students will be required to download the required standards from the CQU Library access to the SAI Global web site, or source the standards themselves. Students will also be required to download the journal articles via the CQU Library web site.

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

Teaching Contacts

Richard Egelstaff Unit Coordinator
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Schedule

Week 1 - 10 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Defining Complex Projects and Complex Project Management	<p>Mandatory Readings</p> <ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Note: A complimentary PDF download of this research is available to PMI members - http://www.pmi.org/learning/academic-research/aspects-of-complexity-managing-projects-in-a-complex-world; <ul style="list-style-type: none"> ◦ Read the Introduction and Chapter 1 • Download Lynelle Briggs, Australian Public Service Commissioner. 2012. <i>Tackling wicked problems : A public policy perspective</i>. <ul style="list-style-type: none"> ◦ http://www.apsc.gov.au/publications-and-media/archive/publications-archive/tackling-wicked-problems; <p>Additional Readings and Activities</p> <p>You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p> 	Unit Introduction Lecture 1 Tutorial 1 Review Assessments

Week 2 - 17 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Managing Projects With High Complexity	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 2 by Stephen Hayes and Daniel Bennett <p>Additional Readings and Activities</p> <p>You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 2 Tutorial 2 Weekly discussion forum

Week 3 - 24 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Tools for Complex Projects	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 3 by Kaye Remington and Julien Pollack <p>Additional Readings and Activities</p> <p>You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 3 Tutorial 3 Weekly discussion forum Quiz

Week 4 - 31 Jul 2017

Module/Topic	Chapter	Events and Submissions/Topic
Strategic Management: Developing Policies and Strategies	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 4 by Christoph Loch and Frederick Payne <p>Additional Readings and Activities</p> <p>You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 4 Tutorial 4 Weekly discussion forum

Week 5 - 07 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Fear of Flying	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 5 by Stephen Carver and Harvey Maylor <p>Additional Readings and Activities You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 5 Tutorial 5 Weekly discussion forum Quiz
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Vacation Week - 14 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Week 6 - 21 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
The Impact of Complexity on Project Cost and Schedule Estimates	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 6 by Dale Shermon <p>Additional Readings and Activities You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 6 Tutorial 6 Weekly discussion forum

Week 7 - 28 Aug 2017

Module/Topic	Chapter	Events and Submissions/Topic
Beyond Competence: Developing Managers of Complex Projects	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 7 by Lynn Crawford and Ed Hoffman <p>Additional Readings and Activities You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 7 Tutorial 7 Weekly discussion forum Quiz

Week 8 - 04 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Human Behavior and Complexity	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 8 by Terry Cooke-Davies <p>Additional Readings and Activities You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 8 Tutorial 8 Weekly discussion forum

Week 9 - 11 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
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Controlling Chaos? The Value and the Challenges of Applying Complexity Theory to Project Management	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 9 by Kaye Remington and Roxanne Zolin <p>Additional Readings and Activities You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 9 Tutorial 9 Weekly discussion forum Quiz
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Week 10 - 18 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Systems Thinking and the Systems Movement	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 10 by Peter Checkland and Terry Williams <p>Additional Readings and Activities You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 10 Tutorial 10 Weekly discussion forum

Week 11 - 25 Sep 2017

Module/Topic	Chapter	Events and Submissions/Topic
Systems Engineering and Project Management	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 11 by Andrew Daw <p>Additional Readings and Activities You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 11 Tutorial 11 Weekly discussion forum Quiz

Week 12 - 02 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic
Toward a Coherent Research Agenda and Project Management 2.0	<ul style="list-style-type: none"> • <i>Aspects of Complexity: Managing Projects in a Complex World</i> (2011)Terry Cooke-Davies, PhD; <ul style="list-style-type: none"> ◦ Chapter 12 by Terry Williams ◦ Chapter 13 by Terry Cooke-Davies <p>Additional Readings and Activities You will also be required to read some academic journal papers, visit web sites, or look at YouTube videos that will be identified on the website for this unit.</p>	Lecture 12 Tutorial 12 Weekly discussion forum Written Assessment Due: Week 12 Friday (6 Oct 2017) 5:00 pm AEST

Review/Exam Week - 09 Oct 2017

Module/Topic	Chapter	Events and Submissions/Topic
Exam Week - 16 Oct 2017		
Module/Topic	Chapter	Events and Submissions/Topic

Assessment Tasks

1 Group Discussion

Assessment Type

Group Discussion

Task Description

Assignment Overview

In this unit you are required to participate in a regular discussion. The discussion will provide evidence of your understanding of Complex Project Management based on your current learning and previous and current experience. The discussion will present a dynamic record of your growth and professional learning over the duration of this unit. Your contribution to the discussion can also provide an account of your learning based on your personal practice and your critical reflection regarding the topics introduced during this unit.

Task

Your task is to participate in a weekly forum reflecting upon your learning and insights from each week. The forum will be initiated by the unit lecturer and you **must** participate.

In your discussions contributions you will identify:-

- module/topic of the unit,
- the learning outcomes,
- and a description of your thoughts and experiences, including evidence gained by:-
 - reading samples or records,
 - and reflections of any of your learnings from other units.

Purpose

The primary purpose of this assessment item is to help you to develop skills for undertaking research and translating, via your technical and creative skills, underpinning concepts about the important ideas and concepts related to complex project management. The secondary purpose of this assignment is to give you the opportunity to enhance your analysis, critical thinking and written communication skills; particularly in the areas of thinking about and reflecting on different project domains and complex project management.

Your participation, as a result, makes your learning more explicit as you translate your workplace and personal experiences into documented evidence. You can then learn to critically examine the nature of your learning on this unit in relation to specific experiences in your project management practice and demonstrate that you have learned from those experiences and how you have achieved or maintained your professional competence.

The assignment will also give you the opportunity to enhance your analysis and written communication skills; particularly in the areas of rigorous structured and precise writing.

Assessment Due Date

Weekly: A weekly forums post must be made by each student.

Return Date to Students

Weekly: Communication between lecturers and students will occur on a weekly basis.

Weighting

40%

Assessment Criteria

Your forum posts will be assessed on the extent and quality to which it meets each of the following criteria.

1. Evidence in regular weekly participation that meets the unit graduate attributes? (20%)
2. Qualitative reflections of each of the unit learning outcomes? (40%)
3. Quantitative achievement of the unit topics? (20%)
4. Clarity of expression, grammar and spelling? (5%)
5. Strict conformity to CQUniversity Australia Harvard Referencing Guide (author-date)? (5%)
6. Clarity of presentation format? (10%)

Referencing Style

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

Submission

Online Group

Submission Instructions

Submission will be via the weekly forum

Learning Outcomes Assessed

- Explain the causes, environments, and properties of complex projects.
- Identify different tools and techniques to aid a project manager manage complex projects.
- Formulate, argue and defend a strategy that a project manager can apply to a complex project case study.
- In a team analyse the root causes of failure with a number of sample complex project cases.

Graduate Attributes

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

2 Online Quiz(zes)

Assessment Type

Online Quiz(zes)

Task Description

Assignment

You will be required to complete a series of multiple choice quiz questions related to the objectives above.

Purpose

The primary purpose of this assessment item is to help you to identify factors associated with complex project management.

The secondary purpose of this assignment is to give you the opportunity to enhance your analysis and critical thinking skills.

Notes

The quiz will be discussed during the tutorials before each week.

In order for you to complete the quiz it is necessary for you to complete all learning activities prescribed in the prior weeks.

Number of Quizzes

1

Frequency of Quizzes

Fortnightly

Assessment Due Date

Each fortnight

Return Date to Students

This assignment will be marked by the Moodle computer program upon submission.

Weighting

10%

Assessment Criteria

The following criteria will be used to grade your assignments:

- The percentage of correct answers
- The time taken to complete the quiz.

You are encouraged to read the program materials to complete the assignment.

Referencing Style

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

Submission

Online

Learning Outcomes Assessed

- Explain the causes, environments, and properties of complex projects.
- Identify different tools and techniques to aid a project manager manage complex projects.

Graduate Attributes

- Knowledge
- Cognitive, technical and creative skills
- Research

3 Written Assessment

Assessment Type

Written Assessment

Task Description

Task

Your task is to consider:-

- the causes, environments, and properties of complex projects;
- different tools and techniques to aid a project manager manage complex projects;
- the degree and nature of the projects cases discussed in the unit in the context of the theories and ideas related to complex projects.

Then you must write an essay describing how you consider the points above are related to:-

- projects with lots of parts and interconnections;
- projects that contain a great deal of uncertainty;
- project that are heavily time-constrained.

You should illustrate your points by identifying what are the causes, theories, tools and techniques, that might be relevant to complex projects. You should use examples taken from case studies and examples discussed during the unit.

Purpose

The primary purpose of this assessment item is to help you to be able to define your thinking and allow you to classify the tools and techniques related complex project management. The secondary purpose of this assignment is to give you the opportunity to enhance your analysis, critical thinking and written communication skills; particularly in the areas of argument development and essay writing.

Structure

Your essay should be a properly constructed academic essay of 5,000 words.

It should contain an effective introduction, body and conclusion. The introduction should introduce the essay and include your argument. The body should present the evidence you have collected to support your argument, and the conclusion should restate your argument, summarise the evidence and make a conclusion regarding your argument. The essay should contain a coherent, but necessarily restricted review of the academic literature on the topics in question. The literature review should be integrated into the essay, not a separate section. Do not include an executive summary or an abstract. A reference list formatted in the prescribed Harvard style is compulsory. Do not include a bibliography.

Assessment Due Date

Week 12 Friday (6 Oct 2017) 5:00 pm AEST

Return Date to Students

Exam Week Friday (20 Oct 2017)

Weighting

50%

Assessment Criteria

Your assignment will be assessed on the extent and quality to which it meets each of the following criteria.

1. A description of the theories and ideas specific to complex project management? (15%)
2. An explanation of the causes, environments, and properties of complex projects? (15%)
3. A discussion of the tools and techniques to aid a project manager manage complex projects? (15%)
4. Incorporation of project cases as illustration and arguments? (10%)
5. Appropriate and well structured, concise and clear expression in response to the assessment task? (10%)
6. A clear flow of thought throughout the paper with a clear purpose described in the introduction and a comprehensive conclusion? (10%)
7. A critical review and integration of relevant academic and professional literature (cited at least twenty (20) times from six (6) separate reference sources)? (10%)
8. Clarity of expression, grammar and spelling? (5%)
9. Strict conformity to CQUniversity Australia Harvard Referencing Guide? (5%)
10. Appropriate presentation format and presented within ($\pm 10\%$) of the word limit: 5,000 words? (5%)

Referencing Style

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

Submission

Online

Learning Outcomes Assessed

- Explain the causes, environments, and properties of complex projects.
- Identify different tools and techniques to aid a project manager manage complex projects.
- Critically analyse whether different projects cases are complex projects.

Graduate Attributes

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

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