



PPMP20014 Complex Project Management

Term 2 - 2019

Profile information current as at 26/04/2024 08:35 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 - 2019

- 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. **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 Unit Evaluations

Feedback

The students believe they were able to develop valuable knowledge and experience with great practical applications that will benefit their career.

Recommendation

The unit may maintain the integration between the theory and the practice by explaining the complexity aspects and concepts with real examples.

Feedback from Unit Evaluations

Feedback

Students admired the tutorial classes and think it was effective and helpful.

Recommendation

Maintain the same design of the tutorials and promote interactive classroom discussion.

Feedback from Email

Feedback

The students believe that the unit has included very effective learning materials and assessment details.

Recommendation

Keep the textbook by Terry and Cook (2011). The UC can also maintain the use of the external tool and the reading list via Moodle as well as update the materials and the resources.

Feedback from Unit evaluation

Feedback

Students are very much appreciating the integration of real-life cases.

Recommendation

The UC can keep the current case studies and may offer new complex cases from real-life, particularly for the final assessment.

Feedback from Unit Evaluation

Feedback

Discussion forums are the best to build scaffolding learning.

Recommendation

Maintain the scaffolding teaching approach in the discussion forums to map the weekly knowledge with a specific complex case study.

Feedback from Unit evaluation

Feedback

Students suggest that reducing the number of forums and thus increasing the weights can help them to concentrate more on other units.

Recommendation

UC may reduce the number of discussion forums to four and increase the weight of each to 10 points.

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 | ○ | ○ | ○ | ○ | ○ |
| 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

The text book is available via Project Management Institute (PMI) website. students are strongly encouraged to join the PMI as a student member and download a copy of the text book.

Cooke-Davies Terry (Editor) (2011) *Aspects of Complexity: Managing Projects in a Complex World*. PMI Research. USA.;

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Access to PMI resorces online through PMI membership
- online database Emerald and Scince direct for journal articles
- Students are requested to join the Project Management Institute (PMI) and be a member of the PMI so they can download the text book. It is the students' responsibility to get a copy of the text book.

Referencing Style

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

Teaching Contacts

Ziyad Abunada Unit Coordinator
z.abunada@cqu.edu.au

Schedule

Week 1 - Defining Complex Projects and Complex Project Management - 15 Jul 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

| | | |
|---|---|---|
| <p>Defining Complex Projects and Complex Project Management</p> | <p>Chapter 1 Mandatory Readings: • Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; (Note: A complimentary PDF download of this research is available to PMI members) ◦ Read the Introduction and Chapter 1 • Lynelle Briggs, Australian Public Service Commissioner. 2012. Tackling wicked problems : A public policy perspective. 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> | <p>Unit Introduction Lecture 1 Tutorial : Introduction to the course: Expectations and the way forward by the UC. Watch the Online Video</p> |
|---|---|---|

Week 2 -Managing Projects With High Complexity - 22 Jul 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|--|
| <p>Managing Projects With High Complexity</p> | <p>Chapter 2 • Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; Chapter 2 by Stephen Hayes and Daniel Bennett 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> | <ul style="list-style-type: none"> • Lecture 2 • Week Tutorial • Time for The First Discussion Forum. This is individual Submission • You need to discuss the case with your lecturer during the tutorial sessions. • This forums are discussing the complexity aspects of various case studies and projects in light of the unit content. • Students will work individually, however they need to share their views and knowledge during the tutorials • Check Moodle site for further information. |

Week 3 -Tools for Complex Projects - 29 Jul 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|------------------------------------|--|--|
| <p>Tools for Complex Projects:</p> | <p>Chapter 3:Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; Chapter 3 by Kaye Remington and Julien Pollack 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> | <ul style="list-style-type: none"> • Lecture 3 • Week Tutorial • Release of the Final Group Assessment • The due date for this assessment is Week 10. • There will be an oral presentation on the following weeks and students will be evaluated accordingly. • Quiz #1: The quiz will be available for one week. Only one attempt is allowed |

Week 4 -Strategic Management: Developing Policies and Strategies - 05 Aug 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
| | | |

Strategic Management: Developing Policies and Strategies

Chapter 4

- Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, PhD; Chapter 4 by Christoph Loch and Federick Payne
- An Empirical Study into Identifying Project Complexity Management Strategies by Kermanshachi et al. 2016

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.

- Lecture 4
- Week Tutorial
- The **Second Discussion Forum DF2**: We will carry on the same case study in DF #1 and we will be applying and reflect the knowledge gained until now.

Week 5 -Project complexity assessment and management tools - 12 Aug 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|--|--|--|
| Project complexity assessment and management tools | Chapter 5 <ul style="list-style-type: none"> • Project complexity assessment and management tools by Dao et al.2016 • Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, PhD; Chapter 5 by Stephen Carver and Harvey Maylor Additional Readings and Activities <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> | <ul style="list-style-type: none"> • Lecture 5 • Week Tutorial • Quiz #2: The quiz will be open for one week and only one attempt is allowed |

Vacation Week - 19 Aug 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Week 6 -The Impact of Complexity on Project Cost and Schedule Estimates - 26 Aug 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|--|--|
| The Impact of Complexity on Project Cost and Schedule Estimates | Chapter 6 <ul style="list-style-type: none"> • Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, PhD; Chapter 6 by Dale Shermon <ul style="list-style-type: none"> ◦ The influence of the project complexity on estimating accuracy by <i>Andrew Doyle and Will Hughes</i> <ul style="list-style-type: none"> ◦ Additional Readings and Activities <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> | <ul style="list-style-type: none"> • Lecture 6 • Week Tutorial • Third Discussion Forum DF3: <ul style="list-style-type: none"> • You need to discuss this with your tutor, colleagues and reflect on this case study using the complexity aspects learnt. |

Week 7 - Beyond Competence: Developing Managers of Complex Projects - 02 Sep 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Beyond Competence: Developing Managers of Complex Projects

Chapter 7

• Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; Chapter 7 by Lynn Crawford and Ed Hoffman

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.

- Lecture 7
- Week Tutorial: Skills Acquisition: Constructionarium case
- Students need to present the progress of their final assessment

Week 8 -Human Behavior and Complexity: - 09 Sep 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|--|--|
| Decision making and Multi Criteria Analysis | <p>Chapter 8 :Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD.</p> <ul style="list-style-type: none"> • The are of decision making <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> | <ul style="list-style-type: none"> • Lecture 8 • Week Tutorial • Quiz #3 and Quiz #4 • The Fourth Discussion Forum • Students are invited to show the progress of their work on the final assessment by presenting and discussing the work with tutors. |

Week 9 - Controlling Chaos? The Value and the Challenges of Applying Complexity Theory to Project Management - 16 Sep 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|---|
| Controlling Chaos? The Value and the Challenges of Applying Complexity Theory to Project Management | <p>Chapter 9</p> <ul style="list-style-type: none"> • Aspects of Complexity: Managing Projects in a Complex World (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> | <ul style="list-style-type: none"> • Lecture 9 • Week Tutorial • Review session for the final assessment • The Fifth Discussion Forum: This is part of the Case Study that you will work on for your final assessment. Again Discussion Forums are individual Submissions. |

Week 10 - Systems Thinking and the Systems Movement - 23 Sep 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|---|---|--|
| Systems Thinking and the Systems Movement | <p>Chapter 10</p> <ul style="list-style-type: none"> • Aspects of Complexity: Managing Projects in a Complex World (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> | <ul style="list-style-type: none"> • Lecture 10 • Week Tutorial • Final Assessment (Group Assessment) Submission • Group Written Assessment Due: Week 10 Friday (27 Sept 2019) 11:59 pm AEST |

Week 11 - Systems Engineering and Project Management - 30 Sep 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Systems Engineering and Project Management

Chapter 11

• Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, PhD;
◦ Chapter 11 by Andrew Daw

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.

- Lecture 11
- Tutorial 11
- **Quiz #5**
- Presentation of the final assessment

Week 12- Toward a Coherent Research Agenda and Project Management 2.0 - 07 Oct 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|-----------------|---|---|
| Lessons Learned | What lessons learned from Large complex technical projects by: Cook,S | <ul style="list-style-type: none">• Lecture 12• Week Tutorial• Presentation of the final assessment |

Review Week - 14 Oct 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Exam Week - 21 Oct 2019

| Module/Topic | Chapter | Events and Submissions/Topic |
|--------------|---------|------------------------------|
|--------------|---------|------------------------------|

Term Specific Information

Distance Students will be working individually on their assessment.
Zoom sessions will be organised for distance students upon agreement.

Assessment Tasks

1 Discussion Forums:

Assessment Type

Group Discussion

Task Description

Assignment Overview

In this unit you are required to participate in Five Discussion Forums through the Moodle site. The discussion forums intend to discuss one or more case studies by reflecting the knowledge gained during lectures on these real case studies. This will provide evidence of your understanding of Complex Project Management based on your current learning and experience. The discussion forums will present a dynamic record of your development over the duration of this unit. You need to understand the case, apply the knowledge gained, and respond to the points as requested using your own critical analysis and explanation. Tutorial sessions will offer you an opportunity to discuss, ask and explain the forums in detail. However, it is an individual submission and it should be your own produced submission.

Your contribution to the discussion forums should also provide an account of your learning based on your personal practice and your critical reflection regarding the topics introduced during this unit. Failing to contribute to the tutorial sessions may result in deducting marks. Marking criteria will be attached to each discussion in due course.

It is important to note that each discussion forum has a due date where you can upload your submission via Moodle with no penalties, Once the due date is off, you will be able to upload your submission until the Cut Off date with penalties applied (5% per calendar day).

No emailed submissions will be considered under any circumstances. students who are facing a problem with Moodle blockage due to any reason are requested NOT to email their submissions whatever the case.

NOTE: Only submissions via Moodle can be graded. Any emailed submission beyond the Cut Off date **WILL NOT BE GRADED NOR CONSIDERED!**

Task

Your task is to attend the lectures and tutorials and to upload the assignments reflecting upon your learning and insights. The Discussion forum will be initiated by the unit coordinator and you must participate and upload your INDIVIDUAL response within the due date! Each discussion forum will include detailed tasks that you need to respond to.

You may be asked to present your work to your peers and lead a discussion group during tutorial sessions as part of your submission!

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 of 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. You are requested to apply some of the tools you learnt about managing complex projects, estimating the level of complexity as well as forming a proper scope of the context. Your participation, as a result, makes your learning more explicit as you translate your educational, workplace and personal experiences into documented evidence and share it with colleagues. 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.

Assessment Due Date

Students will be having one week to submit their work from the discussion releasing date

Return Date to Students

You will get comments on your submission within two weeks

Weighting

40%

Assessment Criteria

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

1. Direct, accurate and proper tackling of the discussion subject. You need to respond to the requirements forming detailed reflection, analysis and judgement (40%)
2. Use of relevant reference and evidence sources taken from PPMP units, literature, in the CQUni Project Management program (30%)
3. The presentation of the case study and the complex features and connect this to the information explained in lectures (20%)
4. Present your assessment in proper academic writing style and structure (10%)

Referencing Style

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

Submission

No submission method provided.

Submission Instructions

You may need to upload your file to Moodle

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 Quizzes 10%

Assessment Type

Online Quiz(zes)

Task Description

Assignment

You are required to attempt ALL Quizzes on time! Only one attempt is allowed
Quiz # 3 will have a weight of four points so it counts as Quiz 3 and 4.

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

All questions will be reflecting and testing the knowledge and understanding of lecture materials

Number of Quizzes

4

Frequency of Quizzes

Other

Assessment Due Date

Quiz should be attempted within a week from the release date

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

Referencing Style

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

Submission

No submission method provided.

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 Group Written Assessment

Assessment Type

Written Assessment

Task Description

NOTE : FAILING TO SCORE 50% OF THIS WRITTEN ASSESSMENT WILL LEAD TO FAILING THE UNIT.

Task

Your task is to consider:-

- critically analyse the provided case study showing the the degree of complexity as well as defining its main causes and effects of the uncertainty, interconnections and non technical aspects ;
- identify and critically analyse the stakeholders involved and how they contribute to the project complexity
- the scope of the project and the changes took place over the life span. Any issues that has significantly contribute to this complexity
- the surrounding environmental, political, social and financial aspects of the project
- the four main complexity parameters including structural, temporal, directional and technical complexity. You

- need to explain each parameter in light of the case and what is the sources and details of each
- assessment the level of complexity in this case and provide detail analysis of complexity type using the tools being taught including assessment matrix, radar diagram and others
- describe what was the impact of the complexity on the project;
- different tools and techniques to aid a project manager manage this complex project from your own thought;
- proposing a framework to manage such a complex case and highlight the aspects that can be changed and how.

You should write an article explaining the above points. You need to thoroughly study the case study, create clear and good understanding, identifying what are the causes and types of complexity, its level and all relevant complexity aspects of the case study. You need to illustrate the theories, tools and techniques that might be relevant to manage this complex projects. Identify and critically analyse the stakeholders. You should use evidences from the real situation to highlight the aspects of complexity. Then you need to propose your own management context on how to respond to better manage the complexity using the knowledge you gained over the course.

This is group assessment. **Random groups** will be created and each group will contain 2-3 students (subject to students' number). Students have to work with peers and showing Full support to the team.

Each student will be evaluating as well as evaluated by his peers. Students will be requested to fill in a separate sheet explaining their own contribution as well as their peers. Students will be having Oral examination (as part e evaluation) and presenting their work individually. Failing to satisfy the presentation requirements may lead to fail the assessment regardless.

The primary purpose of this assessment item is to help you to define your thinking and to classify the tools and techniques related for complex project management.

The secondary purpose of this assignment is to give you the opportunity to enhance your team work, analysis, critical thinking and written communication skills; particularly in the areas of argument development and academic writing.

Structure

You need to follow the Rubric

Your submission should be a properly constructed academic research article of 5,000 words (excluding references). It should contain abstract, effective introduction, literature review, methodology, results, and conclusions.

The abstract should summaries your findings in no more than 250 words.

The introduction should introduce to the article and include your brief relevant information about the case study as well as the objectives.

The literature should present the evidence you have collected to support your argument, detailed information about the case, relevant previous literature and highlight the problem(s) and uncertainty in the case. The literature review should be integrated into the article

The methodology should show what has been done to analyse this case and how did you carry out the research/analysis.

The results should present your findings and you need to include critical discussion to your findings. Conclusion section should also be included.

Each member should attach a sheet showing his contribution and which sections he did contribute with.

APA Reference style should be followed

NO ZIP file submission

Assessment Due Date

Week 10 Friday (27 Sept 2019) 11:59 pm AEST

Return Date to Students

Review/Exam Week Friday (18 Oct 2019)

Assessment will be returned to students prior to confirmation of grades

Weighting

50%

Minimum mark or grade

50%

Assessment Criteria

This is an GROUP assignment with minimum mark requirements of 50% in order to pass the unit. Flex students need to work individually.

This assessment has a Minimum Grade of 25 points.

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

1. Clear understanding of the case study based on thorough review of the case study, its aspects of complexity and the detailed events. Every thing should be specific to the case study(6%)
2. An explanation of the causes, environments, and properties leading to complexity in this project? Clear detail of the complexity Four main types(7%)
3. Clear and accurate assessment of the level of complexity, providing relevant complexity radar diagrams. This assessment should include relevant weights and justification for each complexity type, why and how did you calculate this (6%)

4. Explaining, identifying full list of stakeholders, and critically analyzing the stakeholders involved, their roles, interest and importance (should include stakeholder matrix for all relevant ones) (6%)
5. A discussion of the tools and techniques to aid the project manager to manage such a complex project? your input why this is complex and what to be done to manage it based on your assessment of the complexity level?(5%)
6. A clear flow throughout the paper with a clear purpose described in the abstract, introduction and conclusion. Should be structured in a right academic article (5%)
7. Each group will be given 10-12 minuetts to presenting their work including individual oral examination. Student's performance will be evaluated individually and students may get varying grades. Q and A session will follow. Failing to answer the questions and showing high level of understanding may lead to failing the unit. The presentation will be also testing your level of achievement as well as your peer's assessment (15%).

Referencing Style

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

Submission

Online Group

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