



PPMP20014 Complex Project Management

Term 1 - 2020

Profile information current as at 26/04/2024 08:31 pm

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 1 - 2020

- 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.

IT Resources

You will need access to the following IT resources:

- CQUniversity Student Email
- Internet
- Unit Website (Moodle)
- Access to PMI resources online through PMI membership
- online database Emerald and Science 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: [American Psychological Association 6th Edition \(APA 6th edition\)](#)

For further information, see the Assessment Tasks.

Teaching Contacts

Ziyad Abunada Unit Coordinator
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Schedule

Week 1 - Defining Complex Projects and Complex Project Management - 09 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Defining Complex Projects and Complex Project Management

Chapter 1

- Aspects of Complexity: Managing Projects in a Complex World (2011); **Chapter 1** by *Terry Cooke-Davies*
 - (Note: A complimentary PDF download of this research is available to PMI members)
 - **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 1
 Tutorial: Introduction to the complex management:
 Unit Overview and assessment details

Week 2 -Managing Projects With High Complexity - 16 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Managing Projects With High Complexity	<ul style="list-style-type: none"> • Chapter 2 by Stephen Hayes and Daniel Bennett; Aspects of Complexity: Managing Projects in a Complex World (2011); 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>	<p>Lecture 2</p> <ul style="list-style-type: none"> • Week Tutorial • Release the Group Discussion (GD1) assessment • The goal of the GD is to create a formative assessment FOR learning through active discussion and learning. • Each group will be required to submit a report addressing the assessment tasks. • Each group will be then required to submit a peer assessment report evaluating other groups. • This report includes comments, constructive feedback, and high-quality evaluation of other groups' work. This report will form the baseline for students' evaluation. • Students are expected to actively engage in this assessment. Failing to do so will result in mark deduction. • Check the Moodle site for further information.

Week 3 -Tools for Complex Projects - 23 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
Tools for Complex Projects:	<p>Aspects of Complexity: Managing Projects in a Complex World (2011); Chapter 3 by Kaye Remington and Julien Pollack</p> <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>	<ul style="list-style-type: none"> • Lecture 3 • Week Tutorial • Release the Final Written Assessment (50%) • The due date for this assessment is (Friday- 22 May 2020). • The assessment includes an oral presentation and students will be evaluated independently.

Week 4 -Strategic Management: Developing Policies and Strategies - 30 Mar 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Strategic Management: Developing Policies and Strategies	<p>Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; Chapter 4 by Christoph Loch and Federick Payne</p> <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 4 • Week Tutorial • Quiz No. 1: Only one attempt is allowed • Submit the first part of the Group Discussion (GD1)
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Week 5 -Project complexity assessment and management tools - 06 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Project complexity assessment and management tools	<p>Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; Chapter 5 by Chapter 5 by Stephen Carver and Harvey Maylor</p> <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 5 • Week Tutorial • Peer assessment report for the GD1. • Each group will be working towards assessing other groups (as per the marking criteria provided) • All feedback to be discussed in the tutorial classes. • Release the second part of the group discussion (GD 2)

Vacation Week - 13 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Vacation Week		

Week 6 -The Impact of Complexity on Project Cost and Schedule Estimates - 20 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
The Impact of Complexity on Project Cost and Schedule Estimates	<p>Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; Chapter 6 by Dale Shermon</p> <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 6 • Week Tutorial • Final written assessment: You are required to present the development of your work progress on your Final Written Assignment • All groups are expected to brief the tutors on their progress and presenting what has been achieved, challenges, way forward and plans for meeting the deadline of the Final Written Assessment. • Failing to present your work will significantly impact your grades.

Week 7 - Beyond Competence: Developing Managers of Complex Projects - 27 Apr 2020

Module/Topic	Chapter	Events and Submissions/Topic
Beyond Competence: Developing Managers of Complex Projects	<p>Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; Chapter 7 by Lynn Crawford and Ed Hoffman</p> <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 7 • Week Tutorial: Skills Acquisition: Constructionarium case • Submit the second part of the Group Discussion (GD2)

Week 8 -Human Behavior and Complexity: - 04 May 2020

Module/Topic	Chapter	Events and Submissions/Topic

Human Behavior and Complexity:	Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, PhD; Chapter 8 by Terry Cook-Davies 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.	<ul style="list-style-type: none"> • Lecture 8 • Week Tutorial • Final written assessment- follow up discussion. • Peer assessment report for the GD2.
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Week 9 - Controlling Chaos? The Value and the Challenges of Applying Complexity Theory to Project Management - 11 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Controlling Chaos? The Value and the Challenges of Applying Complexity Theory to Project Management	Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, PhD; Chapter 9 by Kaye Remington and Roxanne Zolin 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.	<ul style="list-style-type: none"> • Lecture 9 • Week Tutorial • Discussion of the final written assessment

Week 10 - Systems Thinking and the Systems Movement - 18 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Systems Thinking and the Systems Movement	Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, PhD; Chapter 10 by Peter Checkland and Terry Williams 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.	<ul style="list-style-type: none"> • Lecture 10 • Week Tutorial • Final Written Assessment Submission Due date • (Friday- 22 May 2020) 11:59 pm AEST • Group Written Assessment Due: Week 10 Friday (22 May 2020) 12:00 am AEST

Week 11 - Systems Engineering and Project Management - 25 May 2020

Module/Topic	Chapter	Events and Submissions/Topic
Systems Engineering and Project Management	Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, Ph D; 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.	<ul style="list-style-type: none"> • Lecture 11 • Tutorial 11 • Quiz No. 2 • Presentation of the final written assessment

Week 12- Presentation and Discussion - 01 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
Presentation and Discussion		<ul style="list-style-type: none"> • Lecture 12 • Week Tutorial • Presentation of the final written assessment

Review/Exam Week - 08 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic

Exam Week - 15 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
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- 22 Jun 2020

Module/Topic	Chapter	Events and Submissions/Topic
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Assessment Tasks

1 Group Discussions (2 parts)

Assessment Type

Group Discussion

Task Description

Assessment Overview

This is a GROUP Discussion with TWO parts (**20 points each**).

- Random groups (**2-3 students**) from the same tutorial classes will be formed. In addition to their submission, groups are required to discuss, evaluate and assess other groups' submissions as part of the GDs.
 - Group report (**30%): Evaluates the quality of your submission**
 - Peer Assessment Report (**70%): This is to test your quality of assessing your peers. You must conduct a constructive and appropriate assessment**
1. You are expected to actively participate, respond and engage in **this Discussion Groups (DGs)** towards active learning.
 2. The evaluation of this assessment is mainly considering the quality of your feedback and the validity of assessing others work.
 3. Groups are expected to give constructive, relevant and appropriate feedback upon assessing other groups towards creating a formative assessment style.
 4. The discussion requires you to reflect on the complexity aspects within a given case study(ies). This includes discussing the complexity types, environment, scale, characteristics... This will provide evidence of your understanding of Complex Project Management.
 5. The discussion will present a dynamic record of knowledge development through an active learning environment.
 6. You may need to understand the case study, apply the knowledge developed, and respond to the points as requested. Tutorial sessions will offer an opportunity to discuss and explain the work in detail.
- Your contribution to the discussion and evaluation 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 and/or giving constructive and high-quality assessment may result in deducting marks. Marking criteria will be attached in due course.
 - Each group to submit their work via Moodle. This will be followed by random allocation for peer assessment. Students will be able to comment, evaluate and assess other group's work. A Feedback report addressing the marking criteria and assessing other groups to be submitted via Moodle following the main submission. This report will form the baseline for this assessment. Tutorials will offer a platform to discuss and assess the feedback and the reports.

Task

Your task is to attend the lectures and tutorials, understand the case, contribute to your group submission, evaluate and assess other groups and provide constructive feedback and reliable assessment (as per the assessment criteria).

The assessment has two parts and you need to contribute and respond to both as detailed in the assessment tasks.

Note: Groups may be asked to present the work and/ or the assessment report.

Purpose

The primary purpose of this assessment item is to create an active learning environment so you can develop skills for undertaking research and translating, underpinning concepts about the important aspects of complex project management.

The secondary purpose of this assignment is to give you the opportunity to enhance your analysis, communication, critical thinking particularly in the areas of thinking about and reflecting on different project domains and complex project management.

You are expected to apply the tools you learned 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 and personal experiences 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

The due date of each GDs will be released in due course

Return Date to Students

Within two weeks from the submission closing date

Weighting

40%

Assessment Criteria

This 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 subject responding to the points as required. You need to submit a good quality report addressing the assessment requirements **(30%)**
2. Review, check, comment and assess others' work. Provide a critical review with constructive feedback and valid comments **(30%)**
3. Provide a high-quality evaluation and appropriate grading showing reasonable and valid marking as per the marking criteria and rubric **(30%)**
4. Presenting and debating your feedback. The comments and feedback are aligned with the PPMP20014 unit content and concepts and the marking criteria **(10%)**

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

Submission

Online Group

Submission Instructions

You may need to upload a group submission report followed by the peer assessment reports 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 the **TWO Quizzes** on time (each Quiz has 5 points)! Only one attempt is allowed.

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

2

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 unit materials and attend the classes to complete the assignment

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

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 RESULT IN FAILING THE WHOLE UNIT.

Tasks: Your task is to consider: -

- the complexity aspects of the case study, the uncertainties involved, the interconnectivity, and the wickedness of the problem;
- the stakeholders involved and their roles in magnifying the complexity level;
- the evaluation of the complexity level, the size and the scale of the complexity;
- the four complexity types (structural, temporal, directional and technical complexity);
- the assessment/ evaluation of the complexity types and estimate the relative weight of each complexity type using the various assessment tools;
- the various tools and techniques that might be useful to manage this complex project;

You should compile your discussion into an article while responding to the above points. You need to thoroughly study and understand the case study, create clear and good summary of the case.

You need to illustrate the theories, tools, and techniques that might be relevant to manage such a complex case. You also need to use real evidence/ examples from the case to support your discussion before proposing a management framework on how to address and reduce the complexity using the knowledge gained throughout the unit.

Random Grouping:

Groups will be randomly formed with each group has a maximum of **3-4** students (subject to students' number). Students are requested to work with their peers and show excellent team working skills. Each student will be required to evaluate the contribution of other members as part of this assessment. Students will be called for an oral examination (as part of group assessment) and presenting their work individually. Failing to satisfy the presentation requirements may lead to failing 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 to the complex project management field. The secondary purpose of this assignment is to give you the opportunity to enhance your teamwork skills, 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 follow the standard academic writing of a review article of no less than 5,000 words (excluding references). It should contain an abstract, effective introduction, thorough literature review, methodology, results, and discussion.
- The abstract should summarise your findings in no more than 250 words.
- The introduction should introduce the article and include 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. It should highlight the complexity aspects, the uncertainties, and any other relevant information. 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 the findings and may include critical discussion. Conclusion section should also be included.

- Each member should attach a sheet showing his contribution.
- NO ZIP file submission

Assessment Due Date

Week 10 Friday (22 May 2020) 12:00 am AEST

Return Date to Students

Week 12 Friday (5 June 2020)

Assessment will be returned to students prior to confirmation of grades

Weighting

50%

Minimum mark or grade

50%

Assessment Criteria

This is a GROUP assignment with minimum mark requirements of **50%** in order to pass the unit. Flex (online) students need to work individually and the assessment tasks will be modified accordingly

This assessment has a Minimum Passing Grade of 25 points.

Your assignment will be assessed on the extent and quality to which it meets each of the following criteria. Check the key dates for the work progress monitoring and discussion (Week 6, 8 and 10)

1. Clear understanding of the case study based on a thorough review of the case, its complexity aspects (4%)
2. An explanation of the causes, environment, and properties leading to complexity in this case study. A detailed description/ analysis of the complexity types to be provided (6%)
3. Assessment of the level of complexity, providing relevant complexity radar diagram(s). This includes assigning relative weights, and justifications of the various complexity types (5%)
4. Analyzing the full list of potential stakeholders involved, their roles, interest, and importance (should include stakeholder matrix for all relevant ones) (5%)
5. A discussion of the tools and techniques to support the project manager managing the complexities involved within the case study. Justifications of why these tools could be useful and how (5%)
6. The submission should be structured in the right academic article formatting including Abstract, Introduction, Literature Review, Methodology, Results, and Discussion (5%)
7. Individual presentation and oral examination (20%): Student's performance will be evaluated individually and students may get varying grades depending on their level of involvement, understanding and contribution during the Q and A session. Failing to answer the questions and showing good level of understanding will significantly impact your grades and may result in failing the unit.

Referencing Style

- [American Psychological Association 6th Edition \(APA 6th edition\)](#)

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