



PPMP20014 Complex Project Management

Term 1 - 2021

Profile information current as at 25/04/2024 04:20 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 - 2021

- 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 Students' evaluation

Feedback

The unit offered real-life case studies and there is a wealth of good examples and complexity aspects being discussed over the unit

Recommendation

Keep the good practice and use real-life examples and cases in explaining the unit content. Assessment tasks are designed to investigate real complex cases.

Feedback from Students' evaluation Teaching team

Feedback

The teaching team was very supportive and the additional drop-in session were highly appreciated in explaining the content, assignment tasks, and the informal discussion.

Recommendation

Due to the online transition, there were a few issues with student adaptation to online mode and there was a need to further support the students learning. Extra informal drop-in sessions were scheduled to further explain the assessment tasks and the unit content. Moving forward feedback and discussion of assessments will continue to be provided within the weekly tutorials

Feedback from SUTE data

Feedback

Moodle maintenance was very clumsy. It should improve, and even the feedback for the assignments was given very late.

Recommendation

The Moodle site is to be updated to ensure easy access. Assessment tasks should be all placed in one section. There was some delay in sending back the assessment feedback where a new teaching staff asked for more time to build a learning curve in one campus.

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

 N/A Level Introductory Level Intermediate Level Graduate Level Professional Level Advanced Level

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

PPMP20014

Prescribed

ASPECTS OF COMPLEXITY: MANAGING PROJECTS IN A COMPLEX WORLD

Edition: 1st Ed. (2011)

Authors: Cooke-Davies, T (Chief Editor)

Project Management Institute

Newtown Square , PA , USA

ISBN: 9781935589303

Binding: Paperback

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 7th Edition \(APA 7th edition\)](#)

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 - 08 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
Defining Complex Projects and Complex Project Management	Chapter 1 <ul style="list-style-type: none">• Aspects of Complexity: Managing Projects in a Complex World (2011); Chapter 1 by Terry Cooke-Davies <ul style="list-style-type: none">• (Note: A complimentary PDF download of this research is available to PMI members) • Additional Readings and Activities <p>You will also need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.</p>	Lecture 1 Week 1 Tutorial: Introduction to the complex management: Unit Overview and assessment details

Week 2 - Managing Projects With High Complexity - 15 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
Managing Projects With High Complexity	<p>• Chapter 2 by Stephen Hayes and Daniel Bennett; Aspects of Complexity: Managing Projects in a Complex World (2011);</p> <p>Additional Readings and Activities You will also need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.</p>	<ul style="list-style-type: none"> • Lecture 2 • Week 2 Tutorial. Forming the groups for the group assessment

Week 3 -Tools for Complex Projects - 22 Mar 2021

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 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 3 Tutorial • The goal of the group discussion 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. • Students are expected to actively engage in this assessment and play a key role within the group. • Check the Moodle site for further information.

Week 4 -Strategic Management: Developing Policies and Strategies - 29 Mar 2021

Module/Topic	Chapter	Events and Submissions/Topic
Strategic Management: Developing Policies and Strategies	<p>Aspects of Complexity: Managing Projects in a Complex World (2011) Terry Cooke-Davies, PhD; Chapter 4 by Christopher Loch and Federick Payne</p> <p>Additional Readings and Activities You will also need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.</p>	<ul style="list-style-type: none"> • Lecture 4 • Week 4 Tutorial • Group discussions: Kahoot Quiz • The Kahoot Quiz is not a graded one, but it is a must to attend

Week 5 - Project complexity assessment and management tools - 05 Apr 2021

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 need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.</p>	<ul style="list-style-type: none"> • Lecture 5 • Week 5 Tutorial

Vacation Week - 12 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
Vacation Week		

Week 6 -The Impact of Complexity on Project Cost and Schedule Estimates - 19 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
The Impact of Complexity on Project Cost and Schedule Estimates	Aspects of Complexity: Managing Projects in a Complex World (2011)Terry Cooke-Davies, PhD; Chapter 6 by Dale Shermon Additional Readings and Activities You will also need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.	<ul style="list-style-type: none"> • Lecture 6 • Week 6 Tutorial • Submission week for assessment 1 • Part A: Group report (25%) submission due date on Friday 23/04/2021 11:59 PM • Students are expected to present the progress and development of their final written assignment • All groups are expected to brief the tutors on their progress and present what has been achieved, and the way forward.

Week 7 - Beyond Competence: Developing Managers of Complex Projects - 26 Apr 2021

Module/Topic	Chapter	Events and Submissions/Topic
Beyond Competence: Developing Managers of Complex Projects	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 need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.	<ul style="list-style-type: none"> • Lecture 7 • Week 7 Tutorial: • Part B (Peer assessment report 15%) due date. Friday 30/04/2021 11:59 PM (individual submission) • Written Assessment (2 parts) Due: Week 7 Friday (30 Apr 2021) 11:59 pm AEST

Week 8 - Human Behavior and Complexity - 03 May 2021

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 need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.	<ul style="list-style-type: none"> • Lecture 8 • Week 8 Tutorial • Final written assessment: follow up discussion

Week 9 - Controlling Chaos? The Value and the Challenges of Applying Complexity Theory to Project Management - 10 May 2021

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 need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.	<ul style="list-style-type: none"> • Lecture 9 • Week 9 Tutorial • Discussion regarding the final written assessment

Week 10 - Systems Thinking and the Systems Movement - 17 May 2021

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 need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.	<ul style="list-style-type: none"> • Lecture 10 • Week 10 Tutorial • Kahoot Quiz 2: Nongraded Quiz but must attend
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Week 11 - Systems Engineering and Project Management - 24 May 2021

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 need to read some academic journal papers, visit web sites, or view YouTube videos that will be identified on the website for this unit.	<ul style="list-style-type: none"> • Lecture 11 • Tutorial 11 • Part (i) Written group report (35%) due date 24/05/2021 11:59 PM • Part (ii) Individual presentation + Oral examination (15%) due date 28/05/2021 11:59 PM <p>Group Written Assessment Due: Week 11 Monday (24 May 2021) 11:59 pm AEST</p>

Week 12 - Unit Review and Discussion Week - 31 May 2021

Module/Topic	Chapter	Events and Submissions/Topic
Unit Review and Discussion	Towards a Coherent Research Agenda: Managing Projects in a Complex World (2011) Terry Cooke-Davies, Ph D; Chapter 12 by Terry Williams	<ul style="list-style-type: none"> • Lecture 12 • Week 12 Tutorial • Assessment 2 Quiz (10%) to be released on (02/06/2021) <p>Online Quiz 10% Due: Week 12 Wednesday (2 June 2021) 11:59 pm AEST</p>

Review/Exam Week - 07 Jun 2021

Module/Topic	Chapter	Events and Submissions/Topic
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Exam Week - 14 Jun 2021

Module/Topic	Chapter	Events and Submissions/Topic
		<ul style="list-style-type: none"> • Assessment 2: Quiz (10%) • Note: only one attempt is allowed

Assessment Tasks

1 Written Assessment (2 parts)

Assessment Type

Group Discussion

Task Description

Group and Peer Assessment: Overview

This includes a group submission followed by a peer assessment, with an overall weighting of 40% comprising:

- **Part A: Group report (25%) Due: Friday 30/04/2021 11:59 PM**
- **Part B: Peer assessment report (15%) Due: Friday 07/05/2021 11:59 PM**

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 to 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 them with colleagues.
- You can then learn to critically examine the nature of your learning in this unit, in relation to specific experiences in your project management practice. It will also demonstrate that you have learned from those experiences, together with how you have achieved or maintained your professional competence.

Task

Your task is to attend the lectures and tutorials, understand the case study, actively contribute to your group submission. The assessment has TWO components (Part A, Part B) and you need to contribute and respond to each as detailed in the assessment tasks. Part A requires students to work in groups, whilst Part B(peer assessment report) requires students to individually assess others' work. Detailed assessment criteria to be provided in due course.

Groups

- Groups comprise 3-4 students. Groups can be randomly allocated by the Unit Coordinator.
- You are expected to actively participate, respond, and engage in this group discussion to maximize the active learning.
- The discussion requires students to reflect on the complex aspects within a given case study(ies). This includes discussing the complexity types, environment, scale, and characteristics – which will provide evidence of your understanding of complex project management.
- You will need to understand the case(s), apply the knowledge developed, and respond to the points, as requested. Tutorials will offer a platform to discuss the progress of your work.
- Your contribution to the group discussion 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 actively contribute to the tutorial sessions and group discussions may result in zero marks.
- Flex (online) students may elect to work individually, or in groups. Assessment tasks may need to be modified accordingly.

Assessment Due Date

Week 7 Friday (30 Apr 2021) 11:59 pm AEST

For Assessment due dates: Refer to the Unit Schedule (above) and the Assessment Criteria (below)

Return Date to Students

Weighting

40%

Assessment Criteria

Assessment

This group and peer assessment of 40% in total and includes 2 main parts:

- **Part A: Group report (25%) Due: Friday 23/04/2021 11:59 PM**
- **Part B: Peer assessment report (15%) Due: Friday 30/04/2021 11:59 PM**

Assessments will be based on the extent and quality to which it meets each of the following criteria.

Part A will involve groups completing a written report, based on a case study involving a complex project.

Each group report will be a maximum of 1500-2000 words (plus/minus 5%).

Group reports need to provide a detailed understanding of the case study. All arguments should be supported using insights and relevant examples, drawn from the case study.

In terms of complexity factors and ICCPM outcomes, reports need to address the minimum requirements.

Reports should be relevant and accurately reflect the external varieties, supported by examples drawn from

the case study.

Finally, in terms of complexity types, reports need to graph their relative weight and be supported by a coherent argument and discussion.

Part B involves a peer assessment report, which will test an individual student's ability to constructively access the work of their colleagues.

The evaluation of this assessment mainly concerns about the quality of your written feedback and the validity of assessing the group work of others.

Assessment of other groups is expected to be in the form of constructive, relevant, and appropriate feedback.

Tutorials will offer a platform to discuss and assess the peer assessment report feedback. Further information on the assessment will be released on Moodle (including details of the case study) in due course.

Part A Assessment (Group report) (25%)

- Introduction
- Introduce causes of complexity aspects
- Analyse complexity factors
- Discuss ICCPM outcomes and complexity factors
- Identify main external varieties
- Identify and explain which complexity type(s) dominate
- Conclusion and reference list
- Reviewing weights assigned for each characteristic
- Summing up similar characteristics with each complexity type
- Identifying required skills and competencies
- Tabulating skills/competencies
- Estimating impact on time/cost
- Conclusion & reference list

Part B Assessment (Peer assessment report) (20%)

- Review, check, comment, and assess others' work.
- Provide a critical review with constructive feedback and valid comments.
- Provide a high-quality evaluation and appropriate grading showing reasonable and valid marking (as per the marking criteria and rubric).
- Presenting and debating the feedback provided.
- The comments and feedback need to be aligned with the unit content and concepts together with the marking criteria.

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

Submission

Online Group

Submission Instructions

You may need to upload a group submission report followed by the peer assessment report 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 Quiz 10%

Assessment Type

Online Quiz(zes)

Task Description

Assignment

You are required to attempt the Quiz (02/06/2021)

Only one attempt is allowed within the time frame whilst the Quiz is available

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 assessment is to give you the opportunity to enhance your analysis and critical thinking skills.

Notes:

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

Number of Quizzes

1

Frequency of Quizzes

Other

Assessment Due Date

Week 12 Wednesday (2 June 2021) 11:59 pm AEST

For Assessment due dates: Refer to the Unit Schedule (above) and the Assessment Criteria (above)

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 assessment:

- The percentage of correct answers
- Note: You are encouraged to read the unit materials and attend the classes to complete this assessment

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

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

GROUP WRITTEN ASSESSMENT (50%) comprising:

Part (i) Written group case study (35%). The due date 24/05/2021 11:59 PM

Part (ii) Individual presentation + Oral examination (15%). The due date 28/05/2021 11:59 PM

Tasks:

- 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 together with 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; and
- the various tools and techniques that might be useful to manage this complex project.

You should compile your discussion into a report while responding to the above points. You need to thoroughly study and understand the case study in order to create a clear and succinct 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. Finally, you then must propose a management framework on how to address and reduce the complexity using the knowledge gained throughout the unit.

Groups

- Groups comprise 3-4 students. Groups can be randomly allocated by the Unit Coordinator who may vary the group size and composition.
- Students are expected to actively participate, respond and engage in this group assessment to maximise active learning.
- Students will be called for an oral examination (as part of group assessment) and present 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

- Your submission should follow the standard academic writing of a review report.
- Reports should be a maximum of 4,000 words (including references). Reports exceeding the maximum word limit (i.e. 4,000 words) by more than 5% will be penalized.
- The report should be structured as a review report with clear and coherent abstract, 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 report 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, detailing information about the case and 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 you undertook the research/analysis.
- The results should present the findings and may include critical discussion. A conclusion section should also be included.
- Each member should attach a sheet showing their contribution.
- Flex (online) students may elect to work individually, or in groups. Assessment tasks may need to be modified accordingly.
- NO ZIP file submission permitted.

Assessment Due Date

Week 11 Monday (24 May 2021) 11:59 pm AEST

For Assessment due dates: Refer to the Unit Schedule (above) and the Assessment Criteria (above)

Return Date to Students

Assessment will be returned to students prior to confirmation of grades

Weighting

50%

Assessment Criteria

Group Written Assessment (50%)

This assessment comprises two parts: **Part (i)**: the written group case study is worth 30% and **Part (ii)**: the individual student presentation (see point 9 below) comprises 20% towards the overall assessment. You will be assessed on the extent and quality to which it meets each of the following criteria.

1. A clear and coherent introduction which covers the rationale (the why) and a brief overview of the content;
2. Clear understanding of the case study based on a thorough review of the case including its complexity aspects;
3. An explanation of the causes, environment, and properties leading to complexity in this case study. A detailed description/ analysis of the complexity types needs to be provided;
4. 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. Analyzing the full list of potential stakeholders involved, their roles, interest, and importance together with including a stakeholder matrix (for relevant stakeholders);
6. A discussion of the tools and techniques to support the project manager managing the complexities involved within the case study. Justifications should be provided as to why and how these tools could be useful;
7. The submission should be structured in a correctly formatted academic report including Abstract, Introduction, Literature Review, Methodology, Results/Discussion and Key Findings/Recommendations;
8. A clear and concise conclusion including a summary of the main points and a reference list, with a minimum of 15 scholarly references;
9. Individual presentation and oral examination (20%): Student's performance will be evaluated individually and students may receive varying marks depending on their level of involvement, understanding and contribution during this session. Marks will be allocated according to a marking rubric. Students will be assessed on their oral presentation together with the accompanying written PowerPoint (PPT) slides (and notes).

Referencing Style

- [American Psychological Association 7th Edition \(APA 7th edition\)](#)

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

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