PPMP20014 *Complex Project Management*

Term 2 - 2026

Profile information current as at 05/12/2025 02:53 pm

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 - 2026
- Brisbane
- Melbourne
- Online
- Sydney

Attendance Requirements
All on-campus students are expected to attend scheduled classes – in some units, these classes are identified as a mandatory (pass/fail) component and attendance is compulsory. International students, on a student visa, must maintain a full time study load and meet both attendance and academic progress requirements in each study period (satisfactory attendance for International students is defined as maintaining at least an 80% attendance record).

Website
[This unit has a website, within the Moodle system, which is available two weeks before the start of term. It is important that you visit your Moodle site throughout the term. Please visit Moodle for more information.](#)

Class and Assessment Overview

Information for Class and Assessment Overview has not been released yet.
This information will be available on Monday 18 May 2026

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 End of unit CQU survey feedback

Feedback
The lecture slides were designed good to disseminate the meaning of content. Moreover, the tutor was knowledgeable and approachable for providing all required resources.

Recommendation
To continue designing lecture slides with up-to-date information and maintaining the approachable and supportive teaching style of the lecturer and tutor to ensure student satisfaction.

Feedback from End of unit CQU survey feedback

Feedback
Assessment marking, particularly in group assessments, should provide individual AI usage percentages. Penalizing the whole group due to one. individual's high AI percentage is not fair. AI detection in group projects should be reported separately for each member and marked accordingly.

Recommendation
In group work, it is the group's responsibility to collaborate effectively and ensure the quality of their submissions. Checking for issues, such as similarity, is part of the learning process. The teaching team will clearly outline the expectations for group submissions and teamwork at the start of each term to support effective communication and accountability.

Feedback from End of unit CQU survey feedback

Feedback
Complex Project Management is core unit for my major as master in Project Management, I prefer to be taught on campus rather than online which I find ineffective in learning.

Recommendation
While most students are satisfied with online teaching, a few prefer face-to-face learning. To maintain consistency in delivery across campuses and for online students, the unit will continue to be offered online. However, to enhance interactive learning, students will be encouraged to share more actively, and the progress of each group will be closely monitored to achieve greater engagement and collaboration.

Feedback from End of unit CQU survey feedback

Feedback
Overall, I'm happy with the subject and teaching style, but few things in my mind. Marking criteria is not clear in both assessments. some parts are missing.

Recommendation
The teaching team will review and modify the marking criteria for all assessments to ensure transparency and completeness.

Unit Learning Outcomes

Information for Unit Learning Outcomes has not been released yet.
This information will be available on Monday 18 May 2026

Alignment of Learning Outcomes, Assessment and Graduate Attributes

Information for Alignment of Learning Outcomes, Assessment and Graduate Attributes has not been released yet.
This information will be available on Monday 18 May 2026

Textbooks and Resources

Information for Textbooks and Resources has not been released yet.
This information will be available on Monday 22 June 2026

Academic Integrity Statement

Information for Academic Integrity Statement has not been released yet.
This unit profile has not yet been finalised.