Executive Master of Business (Complex Project Management) (GS51)

Year offered: 2010
Admissions: Yes
Domestic fees (indicative): 2010: Full fee tuition $14,000 (indicative) per semester
Course coordinator: Professor Caroline Hatcher, email: bus@qut.com

Course Structure

Managing yourself and others
GSN501 The Strategic Management of Complex Projects
GSN502 Systems Thinking
GSN503 Self Realisation and Personal Development
GSN505 Communicating Effectively
GSN507 Building Effective Teams
GSN508 People in Organisations
GSN525 Understanding Complex Projects
GSN526 Creative and Entrepreneurial Thinking

Performance for results
GSN509 Workplace Project 1
GSN510 Complex Projects and the Law
GSN511 Performance Measurement and Reporting
GSN512 Planning For Risk and Change
GSN513 Managing For Innovation
GSN514 Strategic Hrm
GSN515 Business Planning
GSN516 Negotiation Strategies

Leadership for Results
GSN517 International Study Tour
GSN518 Implementation of Complex Projects
GSN519 Leadership For Results
GSN520 Change and Journey Management
GSN521 Managing Contract Relationships
GSN522 Accountability and Governance
GSN523 Issues Management
GSN524 Capstone Integrating Workplace Project

GSN501 THE STRATEGIC MANAGEMENT OF COMPLEX PROJECTS
Complex projects are usually initiated to implement long range strategies in contexts of high complexity and uncertainty, where client outcomes are often emergent. This unit provides the fundamental skills that enable complex project managers to understand the project’s strategic context and develop project strategies capable of delivering successful client outcomes. Strategic management competencies are developed through the application of strategic and systems concepts and frameworks to real-life case studies of complex projects
Credit points: 6  Teaching period: 2010 5TP3

GSN502 SYSTEMS THINKING
Managers of complex projects deal with complex problems whose resolution requires holistic approaches, sophisticated thinking and pluralist methodologies. This unit provides foundational knowledge related to systems methodologies and their underpinning epistemologies that enable project managers to solve complex project problems in context. Students will acquire systems skills in a reflexive process involving the application of systems methodologies in isolation and in combination.
Credit points: 6  Campus: Gardens Point  Teaching period: 2010 5TP2 and 2010 5TP6

GSN503 SELF REALISATION AND PERSONAL DEVELOPMENT
Self awareness provides a foundation for both personal and leadership development. This unit provides an opportunity for students to increase their understanding of themselves and how their interactions with others impact on their effectiveness as managers. Personal development is explored in the context of cultural understanding and ethics. This unit contributes to the core competencies of: Change and Journey; Innovation, Creativity and Working Smarter; Leadership; Culture and Being Human; and Probity and Governance; as it deals with the role, behaviour and development of the individual.
Equivalents: GSZ554  Credit points: 6  Teaching period: 2010 13TP1 and 2010 6TP5

GSN505 COMMUNICATING EFFECTIVELY
Effective communication is a key driver of success, particularly in complex environments. This unit explores the communicative qualities of the individual, including persuasiveness, assertiveness, responsiveness and versatility, and the communicative qualities of the complex
organisational environment in which project managers operate, both nationally and internationally. The focus is on the development of participants who are identifiable by the communicative sophistication of their behaviour across all their responsibilities. The unit provides the foundation knowledge that supports each of the other competencies in the program.

Credit points: 6  Teaching period: 2010 5TP3

GSN507 BUILDING EFFECTIVE TEAMS
Successful projects are dependent on people working together, and on the development and operation of high performance teams. This is particularly the case in large complex projects. This unit explores the role of teams and the contribution made by diverse individuals to team performance. It also explores the building of positive team environments, the emergence of virtual teams and the development of team leadership skills. This unit contributes to the core competencies of: Strategy and Project Management, Change and Journey, Organisational Architecture and Leadership; as teams are integral to the way organisations and complex projects operate.

Credit points: 6  Teaching period: 2010 5TP3

GSN508 PEOPLE IN ORGANISATIONS
This course will develop an understanding of why employees feel and act the way they do in organisations, and provide methods for enhancing and promoting positive employee attitudes and behaviours and for improving organisational effectiveness. Concepts and theories relevant to the behaviour of individuals and groups such as individual differences, perception, motivation, conflict resolution and managing in complex environments will be used to identify, analyse and discuss organisational problems relevant to complex projects and develop behavioural responses to these situations. An additional focus is the broader organisation, its dynamic relationship with its environment and implications for organisational culture, power, change and development.

Credit points: 6  Teaching period: 2010 5TP3

GSN509 WORKPLACE PROJECT 1
As a work-integrated unit, Workplace Project 1 will be conducted using a problem-based learning approach. Each participant will identify a problem resulting from the management of a complex project in their workplace or a nominated other workplace. Working with a workplace mentor, an academic advisor, and a support team of project managers from the program, the participant will conduct research to understand the problem, identify the key dynamics and issues, and develop implementation plans to improve the situation. Participants will apply key learnings from units GSN 5101-508 to develop their plan.

Credit points: 6  Teaching period: 2010 5TP4

GSN510 COMPLEX PROJECTS AND THE LAW
Project managers in managing complexity are often required to manage their projects both within and across a multitude of legal frameworks and systems (national and international). As a result, project managers need the skills and expertise to examine, interpret and where necessary enter contracts on behalf of their organisation with confidence and minimum risk of legal and financial exposure. This course has therefore been designed to examine different legal frameworks associated with complex project management (ie. governance, contractual & financial management) in the commonwealth public sector and international settings.

Credit points: 6  Teaching period: 2010 5TP5

GSN511 PERFORMANCE MEASUREMENT AND REPORTING
Project managers in managing complexity are increasingly required to establish appropriate project reporting frameworks and performance management methodologies. Further, such frameworks and methodologies should facilitate reporting of the project outcomes in a relevant and timely manner. As a result, this course focuses on aligning outcomes with project strategy, development of key performance indicators, benchmarking, and a variety of frameworks for reporting performance (e.g. balanced scorecard; dashboard performance monitoring and reporting; and exception reporting methods, and benefits realisation).

Credit points: 6  Teaching period: 2010 5TP5

GSN512 PLANNING FOR RISK AND CHANGE
Understanding and expertise in the analysis of organizational and systems vulnerability, in addition to continuity and recovery planning and risk management strategies, confer particular advantages to participants working in complex settings. This Unit examines issues relevant to applying risk-based analytical tools to complex organizational activities both nationally and internationally. Unit goals focus on developing conceptual and practical skills in vulnerability and uncertainty analysis as well as targeted mitigation strategies and seek to integrate this knowledge with competencies relevant to working in complex organizational and project settings.

Credit points: 6  Teaching period: 2010 5TP5

GSN513 MANAGING FOR INNOVATION
Managing for Innovation is a strategic process to create new products, processes and services which provide new business value for customers. Continuous innovation with a consistent output requires leadership, an organisational culture that embraces innovation as a core value, innovation processes as a core methodology and people who are focused, enthusiastic and committed to coming up with the
best ideas and getting them speedily to market. Case examples of factors that shape and drive disruptive innovation which creates new markets and new business models, open innovation where research and development across the firm’s boundaries, through connect and deliver processes and best practice approaches to the key management challenges of innovation are discussed.

GSN514 STRATEGIC HRM
Organisations do best when they have the right people in the right place, doing the right things. Just as Defence relies on whole-of-life acquisition, operation, maintenance and disposal, so also Strategic Human Resource Management relies on attracting the best people, developing and supporting them, and creating organisations that build on their knowledge. This unit focuses on diagnosing HR strengths and weaknesses in the organisation, aligning HR practices and strategy, and technical processes such as recruitment and selection, change management and HR planning. SHRM gives you reasons to spend organisational resources on developing your people, to increase your organisation’s productivity and to make SHRM your personal area of management competence.

Credit points: 6   Teaching period: 2010 5TP5

GSN515 BUSINESS PLANNING
This unit offers participants the opportunity to write a formal business plan as part of the project management process. As business planning is an intensive viability screening exercise in which strategic alternatives must be considered, participants are required to choose a preferred ‘business model’ and demonstrate the viability of the project. The business plan summarises the proposed strategy and provides details on the operations, financing, marketing and management of the proposed project and is designed to facilitate the implementation of the selected strategy. The business plan communicates the viability of the project to stakeholders in the project and is potentially a powerful and useful tool in the development of bid submissions.

Credit points: 6   Teaching period: 2010 5TP6

GSN516 NEGOTIATION STRATEGIES
This unit builds upon GSN505 and embeds the requisite knowledge, skills and reflective abilities to identify potential sources of conflict, design alternative dispute resolution systems to avoid escalation of conflict, negotiate for results, identify and deal with the impact of power on the dynamics of the negotiation process and effectively implement distributive and integrative strategies in the management of complex project negotiations. Individuals will be encouraged to improve their capacity to negotiate for results in complex settings through role-play exercises and reflection on individual performance and outcomes.

These skills will be further built upon in GSN520.

Credit points: 6   Teaching period: 2010 5TP6

GSN517 INTERNATIONAL STUDY TOUR
Complex international environments are central to the work of complex project managers. This unit provides a structured learning environment in which participants will explore complex project sites by working with industry partners and international defence agencies. Particular focus will be given to managing across borders with multiple stakeholders and to managing knowledge and information systems. Participants will develop and write a bid submission for a complex project identified during the tour, including the development of project delivery implementation plans which respond to the issues of culture, distance, diversity and seamless integration of complex projects.

Credit points: 6   Teaching period: 2010 6TP5

GSN518 IMPLEMENTATION OF COMPLEX PROJECTS
The successful implementation of complex projects requires managers to reflexively and discriminately integrate project, systems, strategy and management skills and approaches. As part of the study tour, this unit will provide opportunities to study and learn from the experiences of industry practitioners, and develop understanding and competencies related to the implementation of project plans, the establishment of appropriate project organisational architectures, and the selection of effective operational solutions.

Credit points: 6   Teaching period: 2010 6TP5

GSN519 LEADERSHIP FOR RESULTS
Leadership is the process of persuasion by which an individual influences others to pursue identified goals. The skills of leadership can be identified and learned. This unit explores the various ways of defining and understanding leadership. The unit builds upon early units 503, Self Realisation and Personal Development, 507 Building Effective Teams, and 508 People in Organisations, to develop leadership ability, utilising a conceptual framework for self-understanding and the development of the requisite knowledge, skills and attitudes required to successfully lead complex projects. The focus is on the development of self-awareness and improvement of the individual’s capacity to understand, communicate with and influence others.

Credit points: 6   Teaching period: 2010 5TP6

GSN520 CHANGE AND JOURNEY MANAGEMENT
Many traditional organisational structures and processes have proven inadequate for addressing the extraordinary dilemmas in complex project management. This unit explores key issues in change and leadership in diverse environments. As complex projects are dynamic emerging systems, dealing with change necessitates awareness that even small changes have multiple ongoing effects.
Managing complex projects for effective outcomes necessitates constant monitoring of the system and adapting on the journey. The double loop learning approach utilised offers participants a process of problem-solving involving frequent stakeholder participation to identify espoused and actual theory-in-use, new sense-making, creating innovative change actions and generalising results.

Credit points: 6

GSN521 MANAGING CONTRACT RELATIONSHIPS
The business of complex global projects is dominated by concerns of jurisdiction, security, and trust. Within this operating context, the judicious attention to the social as well as technical aspects of project management becomes a core competency. This unit focuses attention of the processes and costs of developing, maintaining, and securing the contractual relationships within and between project partners. It pays particular theoretical and pragmatic attention to identifying and building strategic relationships and embedding trust as a core social relation in contracts. The management and measurement of trust and relationships is a further emphasis of the unit.

Credit points: 6  Teaching period: 2010 6TP6

GSN522 ACCOUNTABILITY AND GOVERNANCE
This course focuses on good corporate governance principles and how these principles apply in the workplace. Specifically, candidates will gain an understanding of common principles of good corporate governance within a project management environment. With a backdrop of engaging stakeholders and making accountability real, candidates will gain a deep understanding of how to provide full transparency for critical activities and decisions, promote impartial decision-making and accountability throughout strict conflict of interest policies and measure results relative to overall strategic goals. This also includes defining clear relationships between activities and outcomes and embracing performance measurement and reporting.

Credit points: 6  Teaching period: 2010 6TP6

GSN523 ISSUES MANAGEMENT
There is increasing recognition internationally of the need for organisations to strategically manage their relationships with various stakeholders. This is particularly true in times of crisis, as organisations face increased scrutiny at a local and global level when such relationships are placed at risk, and the survival and success of the organisation may be in question. This unit provides the fundamental skills to identify potential issues and crisis areas within organisations, establish systems to manage the crisis process from issue identification through to implementing a crisis plan and debriefing, and demonstrate the importance of integrating communication and action plans in issues management and crisis communication.

Equivalents: GSZ555  Credit points: 6

GSN524 CAPSTONE INTEGRATING WORKPLACE PROJECT
As a work-integrated unit, Capstone Integrating Workplace Project will be conducted using a problem-based learning approach. Each participant will identify a complex project opportunity in their workplace or a nominated other workplace. Working with a workplace mentor, an academic advisor, and a support team of project managers from the program, the participant will conduct research to understand the problem, and identify the key dynamics and issues. Participants will develop and write a bid submission for or workplace response to a complex project, including the development of a project delivery implementation plan. This unit draws on each of the competencies as a capstone unit.

Credit points: 6  Teaching period: 2010 5TP8

GSN525 UNDERSTANDING COMPLEX PROJECTS
Credit points: 6  Teaching period: 2010 5TP2 and 2010 5TP6

GSN526 CREATIVE AND ENTREPRENEURIAL THINKING
Equivalents: GSZ556  Credit points: 6  Teaching period: 2010 13TP1, 2010 6TP4 and 2010 6TP5