Executive Master of Business (Complex Project Management) (GZ52)

Year offered: 2013
Admissions: Yes
Course duration (full-time): 1 year
Course duration (part-time): 3 years
Notes about costs and scholarships:
To discuss program costs, please contact Graduate School of Business - Executive Master of Business.

Student Services and Amenities Fee
You’ll need to pay the Student Services and Amenities Fee (SSAF) as part of your course costs. More information on the SSAF - http://www.student.qut.edu.au/fees-and-finances/study-costs/fee-schedule/table-i-student-services-and-amenities-fee

Start month: January, February
Commencement notes: Canberra commences in January. Brisbane commences in February.
Deferment allowed: No
Total credit points: 144
Standard credit points per full-time semester: 48
Standard credit points per part-time semester: 24
Course coordinator: Professor Caroline Hatcher
Campus: Gardens Point
Attendance: Part-time, Full-time
Additional Requirements:
Entry criteria
This is a sponsored program, so your enrolment must be sponsored by your employer. You must be able to provide written confirmation of this support when you apply.

You should be an experienced senior project manager, with a minimum of five years’ project experience.

You must satisfy at least one of these requirements:
- have an undergraduate degree or
- Graduate Management Admissions Test (GMAT) score of 500 or higher; or
- under special circumstances, demonstrate comparable capability to the satisfaction of the course coordinator at an interview.

Course highlights
- For experienced project professionals who seek to enhance their leadership and business acumen, and accelerate their careers leading large and complex programs.
- Course complies with the Competency Standard for Complex Project Managers (CS-CPM) as maintained by the International Centre for Complex Project Management (ICCPM).
- Study in Canberra (full-time or part-time) or Brisbane (part-time) to suit your life and work.
- Participate in an international study tour.
- This is a sponsored program. Your enrolment must be sponsored by your employer. The course is open to Australian non-student visa holders.

Details:
The Executive Master of Business in Complex Project Management (EMBCPM) is an intensive program integrating academic knowledge, industry practice and self-awareness to expand horizons, challenge and enrich the workplace behaviour of each participant. It emphasises:
- understanding yourself
- influencing and leading others
- strategic planning
- innovative thinking
- holistic decision making.

The program builds upon the classical ‘reductionist’, procedural and controlled approach to project management, using holistic systems thinking to explore complex projects, those often characterised by ambiguity, emergence of numerous influential stakeholders, and new or integrated technologies.

The program is co-delivered with the Executive Master of Business in Strategic Procurement (EMBSP). This allows for a classroom environment facilitating collaboration between project managers and commercial managers to foster an alignment of responsibilities and objectives, successfully delivering results in real world business environments.

The program complies with the Competency Standard for Complex Project Managers (CS-CPM) as maintained by the International Centre for Complex Project Management (ICCPM). The CS-CPM was originally developed by the Australian Department of Defence in concert with global government and industry organisations that recognise the need to reframe project management as project management and leadership.

Who should participate?
You should be an experienced project professional, seeking to enhance your leadership and business acumen, keen to accelerate your career to lead large and complex programs.
We also welcome enquiries from experienced practitioners who may only want to undertake a single unit or small subset of units from the EMCPM.

This is a sponsored program, so your enrolment must be sponsored by your employer.

Previous participants have been drawn from:
- the Australian Department of Defence, Defence Materiel Organisation and the military
- other Australian government agencies including Customs, Immigration and Queensland Health
- international organisations: Canadian National Defence and Lockheed Martin (Fort Worth Texas).

Study in Canberra or Brisbane

Canberra

As a full-time participant, you can complete the masters program in Canberra in eleven months. Full-time classes start in mid-January each year.

You can also enrol part-time. You attend alongside the full time participants, undertaking a customised program of study approved by the course co-ordinator. In this format, you'll typically complete the program over three years.

The next Canberra full-time and part-time programs start in January 2013.

Program duration is subject to successful progression and any QUT changes to the program format or delivery mode.

Brisbane

The Brisbane part-time offering is optimised to minimise disruption to your employment. It's delivered as a blended program, incorporating online studies and facilitated sessions, plus seven one-week residential workshops spaced six months apart.

The next Brisbane part-time program starts in February 2013.

Brisbane 2013 part-time course summary (PDF, 200KB)

Program duration is subject to successful progression and any QUT changes to the program format or delivery mode.

More information

For more information on the Brisbane or Canberra program, contact the Graduate School of Business - Executive Master of Business.

Structures and Units

The Executive Master of Business (Complex Project Management) (EMCPM) comprises 24 units of study, plus executive coaching and expanding horizons.

You have the option of:
- exiting after successfully completing 8 units, and graduating with a Graduate Certificate in Business
- exiting after successfully completing 16 units, and graduating with a Graduate Diploma in Business (Complex Project Management).

Units are delivered in teaching blocks, which are seven weeks long on average.

Units of study

The academic units of study are grouped into three phases:

A. Understanding Yourself, Others and Complexity
   1. Strategic Management of Complex Projects
   2. Systems Thinking
   3. Self Realisation and Personal Development
   4. Problem Solving in Complex Environments
   5. Communicating Effectively
   6. Developing and Leading High Performance Teams
   7. Understanding Organisational Behaviour and Culture
   8. Workplace Project #1

B. Performing for Results
   1. Acquisition Strategies
   2. Complex Projects and the Law
   3. Financial Analysis and Decision Making
   4. Planning for Risk and Change
   5. Managing Innovation in Technology-Based Organisations
   6. Building Organisational Capability
   7. Business Planning
   8. Negotiation and Mediation Strategies

C. Leading for Results (Capstone)
   1. International Study Tour
   2. Implementation of Complex Projects
   3. Leadership for Results
   4. Planning and Implementing Change
   5. Managing Contract Relationships
   6. Accountability and Governance
   7. Stakeholder Engagement and the Media
   8. Capstone Workplace Project

Executive coaching

- Build upon self-realisation and personal development.
- Challenge workplace behaviours.
- Reflect on opportunities and transfer the learning to the workplace.
- Option of post course extension coaching.

Expanding horizons

- Challenging behaviours and perceptions.
- A safe learning environment to explore decision making and leadership through interactive case studies, debrief and reflection.
Course structure

Full-time course structure

GSZ501  The Strategic Management of Complex Projects
GSZ502  Systems Thinking
GSZ503  Self Realisation and Personal Development
GSZ526  Problem Solving in Complex Environments
GSZ508  Organisational Behaviour and Culture
GSZ505  Communicating Effectively
GSZ527  Acquisition Strategies
GSZ507  Developing and Leading High Performance Teams
GSZ509  Workplace Project 1
GSZ513  Managing Innovation in Technology-Based Organisations
GSZ510  Complex Projects and the Law
GSZ533  Financial Analysis and Decision Making
GSZ512  Strategically Managing Risk
GSZ515  Business Planning
GSZ534  Building Organisational Capability
GSZ516  Negotiation and Mediation Strategies
GSZ519  Leadership for Results
GSZ517  International Study Tour
GSZ518  Implementation of Complex Projects
GSZ524  Capstone Integrating Workplace Project
GSZ520  Planning and Implementing Change
GSZ521  Managing Contract Relationships
GSZ522  Accountability and Governance
GSZ523  Stakeholder Engagement and the Media

Potential Careers:
Executive in a project-based organisation, Executive Project Manager, Portfolio Leader, Program Leader, Stakeholder Relationship Manager.

UNIT SYNOPSES

GSZ501  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.

Equivalents: GSN501  Credit points: 6  Teaching period: 2013 5TP2, 2013 5TP4 and 2013 13TP2

GSZ502  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.

Equivalents: GSN502  Credit points: 6  Teaching period: 2013 5TP2, 2013 5TP4 and 2013 13TP2

GSZ503  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: GSN503, GSZ554  Credit points: 6  Teaching period: 2013 5TP2, 2013 5TP4 and 2013 13TP2

GSZ505  COMMUNICATING EFFECTIVELY

Equivalents: GSN505  Credit points: 6  Teaching period: 2013 5TP3 and 2013 13TP2

GSZ507  DEVELOPING AND LEADING HIGH PERFORMANCE TEAMS

Equivalents: GSN507  Credit points: 6  Teaching period: 2013 5TP3, 2013 13TP2 and 2013 5TP7

GSZ508  ORGANISATIONAL BEHAVIOUR AND CULTURE

Equivalents: GSN508  Credit points: 6  Teaching period: 2013 5TP3, 2013 5TP4, 2013 13TP2 and 2013 5TP7
GSZ509 WORKPLACE PROJECT 1  
Equivalents: GSN509  Credit points: 6  Teaching period: 2013 5TP5 and 2013 13TP2

GSZ510 COMPLEX PROJECTS AND THE LAW  
Equivalents: GSN510  Credit points: 6  Teaching period: 2013 5TP5, 2013 13TP2 and 2013 5TP7

GSZ512 STRATEGICALLY MANAGING RISK  
Equivalents: GSN512  Credit points: 6  Teaching period: 2013 5TP5 and 2013 13TP2

GSZ513 MANAGING INNOVATION IN TECHNOLOGY-BASED ORGANISATIONS  
Equivalents: GSN513  Credit points: 6  Teaching period: 2013 5TP4, 2013 13TP2 and 2013 5TP6

GSZ515 BUSINESS PLANNING  
Equivalents: GSN515  Credit points: 6  Teaching period: 2013 5TP4, 2013 13TP2 and 2013 5TP6

GSZ516 NEGOTIATION AND MEDIATION STRATEGIES  
Equivalents: GSN516  Credit points: 6  Teaching period: 2013 5TP4, 2013 13TP2 and 2013 5TP6

GSZ517 INTERNATIONAL STUDY TOUR  
Equivalents: GSN517  Credit points: 6  Teaching period: 2012 5TP7 and 2012 5TP8

GSZ518 IMPLEMENTATION OF COMPLEX PROJECTS  
Equivalents: GSN518  Credit points: 6  Teaching period: 2012 5TP7 and 2012 5TP8

GSZ519 LEADERSHIP FOR RESULTS  
Equivalents: GSN519  Credit points: 6  Teaching period: 2012 5TP6 and 2012 5TP7

GSZ520 PLANNING AND IMPLEMENTING CHANGE  
Equivalents: GSN520  Credit points: 6  Teaching period: 2013 5TP4, 2013 13TP2 and 2013 5TP9

GSZ521 MANAGING CONTRACT RELATIONSHIPS  
Equivalents: GSN521  Credit points: 6  Teaching period: 2012 5TP7 and 2012 5TP9

GSZ522 ACCOUNTABILITY AND GOVERNANCE  
Equivalents: GSN522  Credit points: 6  Teaching period: 2013 5TP4, 2013 13TP2 and 2013 5TP9

GSZ523 STAKEHOLDER ENGAGEMENT AND THE MEDIA  
Equivalents: GSN523, GSZ555  Credit points: 6  Teaching period: 2013 5TP4, 2013 13TP2 and 2013 5TP9

GSZ524 CAPSTONE INTEGRATING WORKPLACE PROJECT  
Equivalents: GSN524  Credit points: 6  Teaching period: 2013 5TP4, 2013 13TP2 and 2013 5TP8

GSZ526 PROBLEM SOLVING IN COMPLEX ENVIRONMENTS  
The mission of the DMO executive education program is to provide world class graduate business education and a stimulating learning experience to current and future business leaders and managers. The aim of this unit is to assist managers to develop knowledge and skills through investigating and experiencing problem framing and problem solving in situations of incomplete information. Exploration involves experience of the principles, processes and practices of creative problem solving and the use of entrepreneurial thinking to identify and capture opportunities for business renewal. This unit will help students to increase their understanding of the way in which insights from creativity and the field of entrepreneurship may be applied to complex project environments to generate opportunities and value.  
Equivalents: GSN526, GSZ556  Credit points: 6  Teaching period: 2013 5TP2, 2013 5TP4 and 2013 13TP2

GSZ527 ACQUISITION STRATEGIES  
Equivalents: GSN527  Credit points: 6  Teaching period: 2013 5TP3, 2013 13TP2 and 2013 5TP7

GSZ533 FINANCIAL ANALYSIS AND DECISION MAKING  
Equivalents: GSN533  Credit points: 6  Teaching period: 2012 5TP5 and 2012 5TP7

GSZ534 BUILDING ORGANISATIONAL CAPABILITY  
Equivalents: GSN534  Credit points: 6  Teaching period: 2013 5TP4, 2013 13TP2 and 2013 5TP6