CPL 5114 Financial Analysis and Decision Making (1.5 unit)
Financial planning and decision-making competencies in complex projects. Analysis of the financial position of contractors or alliance partners, cost estimation, life-cycle costing, investment appraisal, application of value for money criteria, project financing to raise and maintain the flow of project capital, budget and cash flow management over the project life and selection of protection mechanisms against foreign exchange rate or inflation fluctuations.
Course Component: Lecture

CPL 5115 Problem Solving in Complex Environments (1.5 unit)
Challenges in project or program leadership in chaotic and complex environments. Examination of complex projects from the point of view of creative problem solving processes, opportunity identification and implementation, entrepreneurial thinking at the individual, team, and larger system levels. Shift in leader mindset from challenges representing problems to problems representing opportunities.
Course Component: Lecture

CPL 5116 Stakeholder Engagement and Crisis Management (1.5 unit)
Strategic management of relationships with various stakeholders when risks become reality. Development of skills to identify potential issues and crisis areas within programs, to establish systems to understand stakeholder expectations, 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 as part of issues management.
Course Component: Lecture

CPL 5117 Leadership for Results (1.5 unit)
The project team’s success depends on the style of leadership behaviour displayed by the project manager. Recognition and development of different styles of leadership behaviour, how each contribute to the success of the project team, depending on the circumstances in which they are displayed.
Course Component: Lecture
Prerequisite: CPL 5103.

CPL 5310 Human Factors in Complex Project Leadership (1.5 unit)
Students will describe and analyze an organization’s teamwork, conflict, interactions, and influence among various team members and stakeholders. They will provide evidence-based analysis and recommendations to maximize collaboration and project success.
Course Component: Lecture

CPL 5320 Management, Governance, Performance (1.5 unit)
Students will examine an organization’s management, governance and performance in complex projects/programs and help the organization improve.
Course Component: Lecture

CPL 5330 International Study Tour (1.5 unit)
Groups of students will examine organizations’ capabilities in implementing complex projects/programs and help the organization improve.
Course Component: Lecture

CPL 5340 Complex Project Consultancy (3 units)
Using evidence-based practices, students will examine an organization in its entirety with regards to complex projects/programs and help that organization improve.
Course Component: Lecture
Prerequisite: Successful completion of 5100 level CPL courses.

CPL 5350 Seminars in Complex Project Leadership (1.5 unit)
Current issues facing applications in complex project management. Particular attention will paid to practitioner and scholarly knowledge by providing cutting-edge best practice and research-based evidence delivered by a mix of practitioners and scientists.
Course Component: Lecture

CPL 5360 Lectures in Project, Program and Portfolio Management (1.5 unit)
Applying knowledge gained throughout the program, participants will deliver knowledge, expertise and experiences on complex project/program to community stakeholders.
Course Component: Lecture

CPL 6100 Special Topics in Complex Project Leadership (1.5 unit)
Selected aspects of complex project leadership not covered by other graduate courses.
Course Component: Lecture

CPL 6300 Applications in Complex Project Leadership (1.5 unit)
Applications dealing with current advances in complex project leadership, not covered by other graduate courses.
Course Component: Lecture