

# GRADUATE DIPLOMA COMPLEX PROJECT LEADERSHIP

The Graduate Diploma in Complex Project Leadership is designed for practicing managers whose work involves the launch and management of large projects typically spanning many years. Course content is focused on the key project management and leadership skills required.

The program is governed by the general regulations (<http://www.grad.uottawa.ca/Default.aspx?tabid=1807>) in effect for graduate studies.

## Admission Requirements

For the most accurate and up to date information on application deadlines, language tests and other admission requirements, please visit the specific requirements (<https://www.uottawa.ca/graduate-studies/programs-admission/apply/specific-requirements/>) webpage.

The Diploma in Complex Project Leadership has one yearly intake, in September.

To be considered for admission to the Telfer Diploma in Complex Project Leadership, an applicant should fulfill the following criteria:

- An undergraduate degree with a minimum 70% average (or combination of other studies and significant work experience);
- A minimum of 5 years work experience;
- Interview with the Director;
- A Telfer Case Study

## Language Requirements

Applicants must be able to understand and fluently speak the language of instruction (English) in the program to which they are applying. Proof of linguistic proficiency in English may be required.

Candidates whose first language is not English must submit evidence of proficiency by providing any of the following:

- A score of at least 100 on the internet-based Test of English as a Foreign Language (TOEFL). The TOEFL is administered by Educational Testing Service: [www.toefl.org](http://www.toefl.org/).
- A score of at least 7 in at least three of the four International English Language Testing System (IELTS) tests (Reading, Listening, Writing, Speaking) and at least 6 in the fourth. The IELTS is administered by the British Council: [www.ielts.org](http://www.ielts.org/).
- Proof of completion, within the last five years, of a previous degree program in an English language university.
- Proof of recent prolonged residence and employment in an English-speaking country (at least four of the last six years).

Note: Candidates are responsible for any fees associated with the language tests.

## Program Requirements

Students must complete 15 credits of course work to earn the Diploma.

Upon completion of the Diploma in Complex Project Leadership students may be granted advanced standing in the Telfer EMBA-CPL program should they choose to pursue their studies.

### Compulsory Courses

CPL 5101	Systems Thinking	1.5 Units
CPL 5106	Acquisition Strategies	1.5 Units
CPL 5108	Strategically Managing Risk	1.5 Units
CPL 5109	Business Planning and Cases: Methods and Implementation	1.5 Units
CPL 5113	Implementation of Complex Projects	1.5 Units
CPL 5114	Financial Analysis and Decision Making	1.5 Units
CPL 5115	Problem Solving in Complex Environments	1.5 Units
CPL 5330	International Study Tour	1.5 Units

### Elective Courses

3 course units (chosen in consultation with program staff) from:		3 Units
CPL 5104	Organizational Behaviour of Project Teams and of Project Team Systems	
CPL 5110	Advanced Negotiations and Problem Solving	
CPL 5111	Managing for Innovation	
CPL 6100	Special Topics in Complex Project Leadership	

## Duration of program

All students must fulfill the degree requirements in a maximum of three (3) years from the time of admission

## Language of instruction

This program is offered only in English, but as with all programs at the Telfer School of Management and in accordance with the University of Ottawa's Regulation on Bilingualism, students have the right to produce research work, course work and answer examination questions in French or in English regardless of the language of instruction.

## Status in the program

The Diploma can be completed on a part-time basis only.

## Research

### Research Fields & Facilities

Located in the heart of Canada's capital, a few steps away from Parliament Hill, the University of Ottawa is among Canada's top 10 research universities.

uOttawa focuses research strengths and efforts in four Strategic Areas of Development in Research (SADRs):

- Canada and the World
- Health
- e-Society
- Molecular and Environmental Sciences

With cutting-edge research, our graduate students, researchers and educators strongly influence national and international priorities.

# Research at the Telfer School of Management

For more information, consult the Professors by area of expertise (<http://www.telfer.uottawa.ca/en/directory/professors-by-area-of-expertise/>) page.

## Courses

### **CPL 5101 Systems Thinking (1.5 unit)**

Resolution of complex problems requires holistic approaches, sophisticated thinking and pluralist methodologies. Foundational knowledge related to systems methodologies and their underpinning epistemologies that enable project managers to solve complex project problems in context.

**Course Component:** Lecture

### **CPL 5102 Self Realization and Personal Development (1.5 unit)**

Enables students to understand and develop their ambitions/goals, their personality, their values, and how they tend to relate to others. Different methodologies for developing and changing as individuals. Awareness of cultural differences between countries, societies and/or organizations. Self-management decision-making to achieve satisfactory work-life balance.

**Course Component:** Lecture

### **CPL 5103 Strategic Management of Complex Projects and Programs (1.5 unit)**

Implementation of long range strategies; contexts of high complexity and uncertainty; and emergent project outcomes in complex projects. Strategic and systems concepts and frameworks. Understanding strategic context and developing project strategies capable of delivering successful outcomes. Innovative and non-traditional development and delivery methodologies in meeting complex project challenges.

**Course Component:** Lecture

### **CPL 5104 Organizational Behaviour of Project Teams and of Project Team Systems (1.5 unit)**

Project teams are key to project, program and portfolio success. There are different kinds of project teams and they interact with stakeholders and other teams in complex multi-level systems. Intra- and inter-team interdependencies, processes, emergent states, and how these relate to team and systems of teams effectiveness.

**Course Component:** Lecture

### **CPL 5105 Planning and Communicating Change Effectively (1.5 unit)**

Change management and communication plans. Analyzing complex intra- and inter-organizational contexts. Understanding needs and characteristics of those targeted and impacted by change. Tailoring communication strategies.

**Course Component:** Lecture

### **CPL 5106 Acquisition Strategies (1.5 unit)**

How various procurement methodologies, financing strategies, and ownership mechanisms best deliver value for money, deal with the risks and opportunities across the complete lifecycle and how this links to the acquisition business case. The need to deal with industry development objectives, the importance of robust cost estimation, and risk sharing strategies within a suitable governance framework.

**Course Component:** Lecture

### **CPL 5107 Laws, Regulations, Intellectual Property and Contracts (1.5 unit)**

Complex projects in diverse legal environments and jurisdictions. Examination and interpretation of environments and frameworks to comply with legal obligations and minimize operational, legal and financial exposure. Definition of intellectual property requirements and arrangements vital to complex endeavours, especially in technologically advanced goods and services and across international boundaries.

**Course Component:** Lecture

### **CPL 5108 Strategically Managing Risk (1.5 unit)**

Viewing, balancing and acting upon the risks that threaten success while exploiting opportunities emerging from uncertainty. Causes and potential solutions to recurrent underestimates of schedule and cost risk and overstatement of project benefits. Application of systemic thinking and advanced risk analytics with focus on realizing value and considering the incentives, penalties and opportunities associated with risk transfer and insurance.

**Course Component:** Lecture

### **CPL 5109 Business Planning and Cases: Methods and Implementation (1.5 unit)**

Focus on planning for new projects or for substantial changes to existing projects using a business case approach. Topics include gap analysis, definition of expected outcomes and creation of cost-benefit models to support the proposed project. The use of management control systems as well as formative and summative evaluation models will be introduced.

**Course Component:** Lecture

### **CPL 5110 Advanced Negotiations and Problem Solving (1.5 unit)**

Essential negotiation and problem solving skills, multi-party decision-making and conflict resolution in all phases of complex project management.

**Course Component:** Lecture

### **CPL 5111 Managing for Innovation (1.5 unit)**

Innovation is key to economic development, and organizational and corporate performance. Successful implementation requires interaction between many different areas of expertise within organizations, and increasingly across organizational boundaries (e.g. in the context of open innovation). Examination of complex context and characteristics of innovations, familiarization of concepts and tools to facilitate innovation.

**Course Component:** Lecture

### **CPL 5112 Managing Contracts and Suppliers (1.5 unit)**

Complex project leaders need to consider the maturity of industry to provide solutions, how strategic programs can be leveraged for long term industry development and how contractual relationships can be made effective. Exploration of how to select and manage long term strategic partners and the supply chain in critical industry sectors, with attention on developing, maintaining and securing the contractual relationships within and between project partners, paying particular attention to embedding trust as a core social relation in contracts.

**Course Component:** Lecture

### **CPL 5113 Implementation of Complex Projects (1.5 unit)**

Exploration of differences between project, program and portfolio management. Implementation science and practice applied to complex projects, programs and portfolios.

**Course Component:** Lecture

**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 be 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