

# MAÎTRISE EN AFFAIRES DE LEADERSHIP DE PROJETS COMPLEXES

L'École de gestion Telfer offre une maîtrise en affaires de leadership de projets complexes. Ce programme offert aux cadres est proposé par le Centre de leadership pour cadres de l'École de gestion Telfer.

L'objectif du programme est le perfectionnement holistique de gestionnaires et de praticiens chevronnés qui assurent l'exécution de projets et de programmes en leur inculquant des compétences professionnelles qui leur permettront de créer, de mettre en œuvre et de gérer des programmes et des projets complexes.

Le programme est offert en anglais seulement. Conformément aux règlements de l'Université d'Ottawa, les étudiants ont le droit de présenter leurs travaux et de répondre aux questions d'examen en anglais ou en français.

## Exigences d'admission

Pour connaître les renseignements à jour concernant les dates limites, les tests de langues et autres exigences d'admission, consultez la page des exigences particulières (<https://www.uottawa.ca/etudes-superieures/programmes-admission/admission/exigences-particulieres>).

Les candidats sont habituellement parrainés par leur employeur, ce qui indique que l'employeur comprend la situation et convient d'accorder le temps nécessaire à son employé pour terminer le programme, et qu'il reconnaît que cet employé entreprendra des projets sur son lieu de travail. Cela sous-entend que, bien que les organisations puissent faire appel à leur processus de gestion des talents pour sélectionner des candidats à l'interne, l'ultime décision quant à l'admission revient à l'Université d'Ottawa.

Pour être admissibles, les candidats doivent répondre aux critères suivants :

1. Posséder un diplôme de premier cycle (ou l'équivalent) d'une université canadienne dans n'importe quel domaine.<sup>1</sup>
2. Posséder une moyenne d'admission de B (70 %) calculée selon les lignes directrices des études supérieures au moment de l'admission.
3. Posséder au moins cinq ans d'expérience en gestion avec responsabilités connexes, comme l'atteste leur curriculum vitae.
4. Posséder au moins deux ans d'expérience dans un environnement de projet ou d'approvisionnement, comme l'atteste leur curriculum vitae.
5. Fournir trois références confidentielles, soit une d'un superviseur, une d'un collègue et une d'un subordonné.
6. Fournir une déclaration d'intérêt décrivant les objectifs professionnels et la façon dont le programme de maîtrise aidera à les réaliser.
7. Fournir une lettre d'appui de leur employeur, le cas échéant.
8. Avoir une bonne maîtrise de l'anglais (voir les exigences linguistiques ci-dessous).
9. Il est possible que les candidats sélectionnés soient interviewés par un membre du comité d'admission.

Note(s)

<sup>1</sup> Les candidats qui ne possèdent pas de diplôme universitaire seront évalués selon leurs réalisations et leur apprentissage tout au long de leur vie (habituellement avec au moins 12 ans d'expérience).

## Exigences linguistiques

Les candidats dont la langue maternelle n'est pas l'anglais doivent fournir l'une des preuves de leur niveau d'anglais suivantes :

- Une note d'au moins 100 au Test of English as a Foreign Language (TOEFL) en ligne. Le TOEFL est administré par le Educational Testing Service ([www.toefl.org](http://www.toefl.org)).
- L'obtention d'une note de 7 et plus à au moins trois des quatre épreuves du International English Language Testing System (IELTS) (lecture, écoute, rédaction, expression orale) et de 6 et plus à la quatrième épreuve. L'IELTS est administré par le British Council ([www.ielts.org](http://www.ielts.org)).
- Attestation de réussite, au cours des cinq dernières années, d'un programme menant à un diplôme dans une université de langue anglaise.
- Attestation d'un séjour prolongé récent et d'un emploi dans un pays anglophone (pendant une période d'au moins quatre ans au cours des six dernières années).

## Mode de prestation

Le mode de prestation de la maîtrise en affaires de leadership de projets complexes combine des interactions en personne sur place et des modalités d'apprentissage à distance. Ce mode de prestation, défini comme un modèle d'apprentissage hybride, s'apparente aux périodes de réflexion et répond aux besoins des hauts dirigeants et des cadres.

## Exigences du programme

Le programme est composé des 36 crédits de cours obligatoires suivants :

### Cours obligatoires :

CPL 5101	Systems Thinking	1.5 crédits
CPL 5102	Self Realization and Personal Development	1.5 crédits
CPL 5103	Strategic Management of Complex Projects and Programs	1.5 crédits
CPL 5104	Organizational Behaviour of Project Teams and of Project Team Systems	1.5 crédits
CPL 5105	Planning and Communicating Change Effectively	1.5 crédits
CPL 5106	Acquisition Strategies	1.5 crédits
CPL 5107	Laws, Regulations, Intellectual Property and Contracts	1.5 crédits
CPL 5108	Strategically Managing Risk	1.5 crédits
CPL 5109	Business Planning and Cases: Methods and Implementation	1.5 crédits
CPL 5110	Negotiation Strategies	1.5 crédits
CPL 5111	Managing for Innovation	1.5 crédits
CPL 5112	Managing Contracts and Suppliers	1.5 crédits
CPL 5113	Implementation of Complex Projects	1.5 crédits
CPL 5114	Financial Analysis and Decision Making	1.5 crédits
CPL 5115	Problem Solving in Complex Environments	1.5 crédits
CPL 5116	Stakeholder Engagement and Crisis Management	1.5 crédits

Vous consultez la version 2019-2020 du catalogue.

CPL 5117	Leadership for Results	1.5 crédits
CPL 5310	Human Factors in Complex Project Leadership	1.5 crédits
CPL 5320	Management, Governance, Performance	1.5 crédits
CPL 5330	International Study Tour	1.5 crédits
CPL 5340	Complex Project Consultancy	3.0 crédits
CPL 5350	Seminars in Complex Project Leadership	1.5 crédits
CPL 5360	Lectures in Project, Program and Portfolio Management	1.5 crédits
CPL 6100	Special Topics in Complex Project Leadership <sup>1</sup>	1.5 crédits
CPL 6300	Applications in Complex Project Leadership <sup>2</sup>	1.5 crédits

Note(s)

<sup>1</sup> Sur approbation du directeur et s'il est offert, le cours CPL 6100 peut remplacer un maximum de trois crédits de cours de niveau 5100.

<sup>2</sup> Sur approbation du directeur et s'il est offert, le cours CPL 6300 peut remplacer un maximum de trois crédits de cours de niveau 5300.

## Exigences minimales

La note de passage dans tous les cours est de C+. Les étudiants qui échouent une activité doivent la reprendre la prochaine fois qu'elle sera offerte. Les étudiants qui échouent deux activités (ou une même activité à deux reprises) sont retirés du programme, conformément aux règlements de l'Université.

## Durée du programme

Le programme est structuré pour être complété sur une période de 30 mois consécutifs, à temps partiel. La durée maximale des études est de cinq ans à partir de la première inscription.

## Cours

Tous les cours ne sont pas nécessairement offerts chaque année. Les cours sont offerts dans la langue dans laquelle ils sont décrits.

### 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 Negotiation Strategies (1.5 unit)**

Negotiation and alternative dispute resolution skills for dealing with conflict in complex projects. Includes knowledge, skills and reflective abilities to identify potential sources of conflict; design alternative dispute resolution systems to avoid escalation; negotiate for results; identify and manage power's impact on negotiation dynamics; effective implementation of distributive and integrative strategies in negotiations.

**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