

Course Summary: Leading Complex Projects

Duration & Format:	20 Hrs Self-Paced Online
Credential:	QUT Certificate of Achievement (Advanced Professional Practice) QUT Silver Digital Badge <i>(optional)</i> <i>Co-branded with AI Group</i>
Target Participants:	5+ years of Project Management experience Aspiring Project/Program Director of major projects
Course Overview:	This course facilitates an understanding of the role of the complex project manager who will lead high-performing project teams to deliver successful project outcomes. This means understanding and leading project teams within complex adaptive systems.
Core Concepts:	<p>You will develop knowledge & skills in:</p> <ul style="list-style-type: none"> • Understanding and new competencies to manage for complexity more effectively in large defence projects. • Understanding and new competencies to navigate complex adaptive systems through the application of 'systems thinking' for more effective decision-making. • New competencies for more effective leadership of multi-disciplinary and integrated project teams that: <ul style="list-style-type: none"> ▪ Achieves greater project productivity ▪ Reduces and better manages for project risk ▪ Create greater workforce agility. <p>The focus on work-based project learning means you directly apply your learning to progress 'live' work-based projects. The learning is contextualised for the defence project environment and ensure 'real-world' application.</p>

**Course Summary:
Procurement Practices in Defence**

Duration & Format:	20 Hrs Self-Paced Online
Credential:	QUT Certificate of Achievement (Advanced Professional Practice) QUT Silver Digital Badge <i>(optional)</i> <i>Co-branded with AI Group</i>
Target Participants:	Early-mid career procurement and business professionals with an interest in supply to the Australian Department of Defence.
Course Overview:	This course develops an understanding of contemporary procurement practices of the Department of Defence with a particular focus on the Capability Acquisition & Sustain Group (CASG). It also builds an understanding of application of strategic procurement best practices and alignment to organisational objectives.
Core Concepts:	<p><i>You will develop knowledge & skills in:</i></p> <ul style="list-style-type: none"> • Understanding of defence procurement practices and operating environment • Understanding of how to apply the most appropriate elements from the Strategic Procurement Best Practice Operating Model to develop a road map for organisational procurement/supply chain success • Understanding of the important role procurement plays in influencing organisational strategy and operation, and develop effective strategies to improve procurement's positive influence on the organisation. • Understanding and managing customers and stakeholders within the Defence procurement environment. <p>The focus on work-based project learning means you directly apply your learning to progress 'live' work-based projects. The learning is contextualised for the defence project environment and ensure 'real-world' application.</p> <p><i>This course is mapped to the competencies of the Chartered Institute of Procurement & Supply (CIPS) and contextualised for the business of Defence.</i></p>

Course Summary:
Strategic Intellectual Property Management in Defence Procurement

Duration & Format:	20 Hrs Self-Paced Online
Credential:	QUT Certificate of Achievement (Advanced Professional Practice) QUT Silver Digital Badge (<i>optional</i>) <i>Co-branded with AI Group</i>
Target Participants:	Commercial, contract and project managers involved in Defence projects
Course Overview:	This course develops understanding of the strategic options for identifying IP requirements, managing and protecting IP effectively throughout the Defence program/project lifecycle. It will provide participants with the knowledge and skills to be able appropriately manage, protect and commercially leverage intellectual property rights using recognised best practice for strategic procurement projects.
Core Concepts:	<p>You will develop knowledge & skills in:</p> <ul style="list-style-type: none"> • Understanding of the role, and best practice management, of IP in Defence projects • Understand how to apply contemporary best practices of strategic management of IP. • Understand how to identify needs for technical Data and associated IP Rights across the project lifecycle • Understanding of how to leverage IP Rights in innovation and industry capability building. <p>The focus on work-based project learning means you directly apply your learning to progress 'live' work-based projects. The learning is contextualised for the defence project environment and ensure 'real-world' application.</p> <p><i>This course may contribute towards 6 credit points advanced standing for the QUT Master of Business Administration (MBA) degree program (subject to meeting eligibility requirements)</i></p>

Course Summary: Systems Engineering Leadership

Duration & Format:	20 Hrs Self-Paced Online
Credential:	QUT Certificate of Achievement (Advanced Professional Practice) QUT Silver Digital Badge (<i>optional</i>) <i>Co-branded with AI Group</i>
Target Participants:	Systems Engineers and aspiring leaders of the SE function
Course Overview:	Develop real-world understanding of the role of the emerging leader of systems engineering teams to excel in your workplace today and into the future. This course will help you develop the knowledge and skills required to lead the systems engineering process, build teams, and drive the delivery of successful project outcomes.
Core Concepts	<p>You will develop knowledge & skills in:</p> <ul style="list-style-type: none"> • Interpreting and translating technical and business requirements across a range of engineering specialist domains. • Understanding of the application of 'systems thinking' in the context of systems engineering capability, in a way that reduces technical risk and optimises project outcomes. • Greater commercial acumen to be better able to translate, define and negotiate business requirements in supply contracts as it relates to engineering and technical activities, and input on the context of complex projects. • Managing and leading diverse engineering and technical functional teams to deliver on technical requirements effectively and efficiently. <p>The focus on work-based project learning means you directly apply your learning to progress 'live' work-based projects. The learning is contextualised for the defence project environment and ensure 'real-world' application.</p> <p>This course is aligned to the CASG System Engineering and Technical Competency Framework.</p>

Course Summary:
Strategically Managing Project Risk

Duration & Format:	20 Hrs Self-Paced Online
Credential:	QUT Certificate of Achievement (Advanced Professional Practice) QUT Silver Digital Badge (<i>optional</i>) <i>Co-branded with AI Group</i>
Participant Level:	Experienced professionals with an interest in contemporary project management.
Course Overview:	The competent manager must be able to distinguish risk in a range of cognitive heuristics and biases; and political factors can impair judgement and decision-making in complex projects and organisations. The aim of this course is to develop participants' knowledge, conceptual frameworks, and techniques to effectively manage risk in a complex project management environment and to recognise and counter the cognitive biases, political factors and other factors which can impair complex project judgement and decision-making.
Core Concepts	<p>You will develop knowledge & skills in:</p> <ul style="list-style-type: none"> • Accepted risk management practices (including risk identification, analysis, and treatment). • Examining the implications of Systems thinking upon risk management in complex project Management environments. • Understanding of organisational capability Management maturity models for risk nature and impact of cognitive biases on judgement and decision making in complex projects <p>The focus on work-based project learning means you directly apply your learning to progress 'live' work-based projects. The learning is contextualised for the defence project environment and ensure 'real-world' application.</p> <p><i>This course may contribute towards 6 credit points advanced standing for the QUT Master of Business Administration (MBA) degree program (subject to meeting eligibility requirements)</i></p>

Course Summary: Sourcing and Contracting Strategies in Defence Projects

Duration & Format:	20 Hrs Self-Paced Online
Credential:	QUT Certificate of Achievement (Advanced Professional Practice) QUT Silver Digital Badge (<i>optional</i>) Co-branded with AI Group
Participant Level:	Experienced professionals with an interest in Defence procurement.
Course Overview:	Global complex projects and programs use many ways to deliver outcomes, including strategic procurement sourcing and contracting throughout the capability/program lifecycle. Complex project and program managers must be able to critically assess markets and appraise options for identifying and realising benefits from investments in strategic projects.
Core Concepts	<p>You will develop knowledge & skills in:</p> <ul style="list-style-type: none"> • accepted risk Management practices (including risk identification, analysis, and treatment) • developing sourcing and contracting strategies, for domestic and international transactions. • Understanding of application of alternative strategies and contracting models, their influence on commercial partnering behaviour and impact on the delivery of outcomes. <p>The focus on work-based project learning means you directly apply your learning to progress 'live' work-based projects. The learning is contextualised for the defence project environment and ensure 'real-world' application.</p> <p><i>This course may contribute towards 6 credit points advanced standing for the QUT Master of Business Administration (MBA) degree program (subject to meeting eligibility requirements)</i></p>

Course Summary:
Strategic Leadership of Supplier Relationships

Duration & Format:	20 Hrs Self-Paced Online
Credential:	QUT Certificate of Achievement (Advanced Professional Practice) QUT Silver Digital Badge <i>(optional)</i> <i>Co-branded with AI Group</i>
Participant Level:	Experienced professionals with an interest in Defence procurement.
Course Overview:	It is critical that program and project leaders develop essential capabilities in being able to identify, create, build, and sustain long-term strategic relationships built on trust to ensure the success of complex projects. This course is designed to develop essential leadership and relationship management capabilities that will enable participants to select, develop, maintain, performance manage and secure contractual relationships between project partners.
Core Concepts:	<p>You will develop knowledge & skills in:</p> <ul style="list-style-type: none"> • understanding the range of supplier relationships and when each is most appropriate • applying contemporary supplier management techniques and approaches to the selection of the most appropriate procurement strategy and • building and maintaining efficient and effective supplier relationships. <p>The focus on work-based project learning means you directly apply your learning to progress 'live' work-based projects. The learning is contextualised for the defence project environment and ensure 'real-world' application.</p> <p><i>This course may contribute towards 6 credit points advanced standing for the QUT Master of Business Administration (MBA) degree program (subject to meeting eligibility requirements)</i></p>

Course Summary: Strategic Workforce Planning

Duration & Format:	20 Hrs Self-Paced Online
Credential:	QUT Certificate of Achievement (Advanced Professional Practice) QUT Silver Digital Badge (<i>optional</i>) <i>Co-branded with AI Group</i>
Participant Level:	Experienced HR professionals and project staff involved in workforce planning and capability building.
Course Overview:	While traditional workforce planning encompasses the notion of ensuring organisations have the right people with the right competencies at the right time to deliver the required capabilities, the defence context provides unique challenges. Challenges such as the nature of complexity across multiple job functions, areas of specialism, technical complexity, and the long delivery timeframes across the project lifecycle as some examples. This means that defence strategic workforce planning must be able to effectively deal with these complexities and challenges in the context of 'integrated project teams' comprising government (civilian and military personnel) as well as capabilities of contractor team members. This course addresses these challenges by focus on the core capability needs for effective workforce planning and contextualising them for the defence project environment.
Core Concepts:	<p>You will develop knowledge & skills in:</p> <ul style="list-style-type: none"> • understanding how to align workforce requirement to project capability objectives and business needs • How to analysis the make-up of the current workforce capability • How to define required competencies required to achieve strategic and operation imperatives across multiple project lifecycle phases • How to develop strategies to assist in delivering better project capability outcomes through the project workforce. <p>The focus on work-based project learning means you directly apply your learning to progress 'live' work-based projects. The learning is contextualised for the defence project environment and ensure 'real-world' application.</p> <p><i>This course may contribute towards 6 credit points advanced standing for the QUT Master of Business Administration (MBA) degree program (subject to meeting eligibility requirements)</i></p>