

TELFER EXECUTIVE PROGRAMS

CERTIFICATE IN COMPLEX PROJECT & PROCUREMENT LEADERSHIP



Government and industry leaders that are responsible for delivering large scale projects and procurement programs are facing ever-increasing challenges associated with the complexity and dynamic nature of these initiatives. The Telfer School of Management Certificate in Complex Project & Procurement Leadership (CPPL) is designed to assist participants to lead projects and programs successfully from project identification through to successful completion. Participants in the program will learn to evaluate key elements of the contextual environment for their projects, address the breadth and diversity of the stakeholders in their project, and develop their business acumen that is critical to the achievement of their project's objectives.

PROGRAM FORMAT

The Certificate in Complex Project & Procurement Leadership comprises seven (7) separate in-class modules, plus a capstone module. Each module is two (2) or three (3) days in length of in-class learning and will be supplemented with readings, and exercises.

Participants that complete a minimum of six (6) of eight (8) modules (including Government and Industry Processes, Stakeholder Engagement and Complex Project Leadership, Project Initiation, and the Integration Capstone) will be eligible to receive the Telfer Certificate in Complex Project & Procurement Leadership. Participants will be able to complete the Certificate over a multi-year time-frame, up to a maximum of three (3) years. The modules may also be completed on a stand-alone basis, provided space is available in the selected module.

Participants that have completed prior learning programs through Telfer Executive Programs that are equivalent to the content of any of the modules will be able to apply for an exemption. Other similar prior learning will be assessed for exemption on a case by case basis.

WHO SHOULD ATTEND?

The certificate program is designed for:

- program and project managers
- procurement managers
- supply chain managers
- military project directors
- portfolio managers
- key advisors in both government and industry organizations

Typical candidates sponsored for the program are from:

- large IT and IS management organizations
- procurement management functions
- major crown projects
- equipment and fleet management organizations
- infrastructure development initiatives

This program is relevant for Canadian public sector employees and for the employees of industry suppliers and partners that work with public sector departments and agencies.

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MODULE	DESCRIPTION
Government and Industry Processes, Stakeholder Engagement & Complex Project Leadership	This module provides an overview of Canadian federal machinery of government, the approval processes for major investment government decision-making, the roles of key gatekeepers and decision makers, and how a new paradigm of project leadership is essential to manage complexity. It discusses the roles of Cabinet and the PCO, TBS, PSPC and ISSED. It focuses on early trust-building engagement with project stakeholders, and developing new project leadership perspectives to manage complex environments. It explores the skills required to build high performing teams in the face of cognitive and emotional ambiguity.
Systems Thinking & Complex Project Management	This module examines contemporary systems thinking theories and techniques and their application to complex problem solving, and how the broad environmental affects decisions about the management of complex projects.
Project Initiation	This module provides an overview of considerations in statement of requirement design, options analysis processes to identify and analyse strategic acquisition strategies, stakeholder engagement and the procurement options to deliver the most viable option. It also provides an overview of sustainment considerations and the importance of whole life cycle cost analysis early in project planning.
Relationship Contracting Management	This module provides strategies to build stakeholder relationships by positioning them at the heart of complex business arrangements in order to build a culture of collaboration, joint management, and trust.
Business Acumen for Project Leaders	This module will provide project leaders with an improved understanding of the context in which companies operate including corporate governance, business strategies, corporate finances, corporate ethics, business development and sales, and the risk analysis in project gating.
Advanced Negotiations & Problem Solving	This module will provide an overview of essential negotiation and problem solving skills for leaders to effectively deal with multi-party decision making and conflict in all aspects of complex project management.
Cost Estimating for Project Leaders	This module will help project leaders become knowledgeable consumers of cost estimates and cost-benefit analyses and gain an understanding of the role that risk and uncertainty plays within these analyses. Monte Carlo simulations will be introduced and practised using the Crystal Ball application.
Integration Capstone	The final module of the program will tie together the foundational elements of the preceding modules. Participants will practice the application of the core concepts learned in preceding modules through a large and complex simulation exercise.

Participants from the Department of National Defence: Please note that four (4) of the modules (Systems Thinking & Complex Project Management, Business Acumen, Relationship Contracting Management, and Advanced Negotiations & Problem Solving) are designed to contribute to the Department of National Defence Project Manager Program Qualification.

To learn more information about Telfer Executive Programs or to register:

Centre for Executive Leadership
99 Bank Street, Suite 200
Ottawa, Ontario K1P 6B9

telfer.uOttawa.ca/executiveprograms
executiveprograms@telfer.uOttawa.ca
613-562-5921



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