

**NGEE ANN - ADELAIDE**  
EDUCATION CENTRE



A PARTNERSHIP SINCE 1998

THE UNIVERSITY OF ADELAIDE  
POSTGRADUATE PROGRAMS IN  
**APPLIED PROJECT MANAGEMENT**  
2012/13

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# NGEE ANN-ADELAIDE EDUCATION CENTRE

Ngee Ann-Adelaide Education Centre is the gateway to globalisation for the University of Adelaide, a University of excellence in postgraduate, undergraduate and professional education. It is a partnership established since 1998 between the University of Adelaide and Ngee Ann Kongsi, with the vision to educate the leaders of tomorrow.

Please visit: [www.NAA.edu.sg](http://www.NAA.edu.sg)



**Ngee Ann Kongsi** is a foundation which is actively involved in educational, cultural and welfare activities. Founded in 1845 by Chinese immigrants of the Teochew dialect group, the Ngee Ann Kongsi was formally incorporated in Singapore under the Ordinance Act in 1933. The Kongsi has grown from a community bound by a common heritage and genuine concern for the welfare of its members to a foundation that now serves the community regardless of race, religion or social status.

Please visit: [www.ngeeann.com.sg](http://www.ngeeann.com.sg)



With more than 130 years of excellence in education, the University of Adelaide is one of Australia's oldest and most prestigious tertiary institutions.

At the heart of the University's vision, achievement and impact is a belief that the experience of the student is fundamental, and that research and high quality teaching have a symbiotic relationship that underpins and characterises the finest universities in the world.

The University is associated with 5 Nobel Laureates, has produced 106 Rhodes Scholars and 122 Fulbright Scholars, and is a member of the Group of Eight - Australia's leading research-intensive universities.

Please visit: [www.adelaide.edu.au](http://www.adelaide.edu.au) and [www.go8.edu.au](http://www.go8.edu.au)

## WHAT IS PROJECT MANAGEMENT?

Project Management is a cross-disciplinary field that is vital for innovative activity in organisations. Delivering large, complex projects requires project delivery expertise. Project management is about having the skills and knowledge to effectively plan and control project requirements and goals.

Organisations are realising that traditional project approaches do not always deliver adequate results. Complex project management caters for emergent projects where requirements develop during project delivery, such as disaster relief coordination, or where there are many organisations working together to achieve a common goal, such as the rollout of the high-speed broadband network.

A project manager equipped with world's best practice and supported by relevant knowledge can successfully manage the organisational and operational complexity found in projects that challenge modern day organisations.

## WHY STUDY PROJECT MANAGEMENT?

### Professional Edge

Enhance and advance your career. Our programs deliver leading-edge project management concepts, methodologies and tools based on world's best practice.

### Applied Knowledge

Programs combine practical application with a strong emphasis on holistic and systems-based approaches. Courses integrate theory with real-world applications; stimulating intellectual curiosity, analytical thinking, research insight, and creative and innovative project management.

### Industry Relevance

Industry practitioners and academics present programs that are academically rigorous and industry relevant. Courses focus strongly on industry-specific case studies, class discussions and assignments based on participants' own workplace projects.

### World's Best Practice

Study is based on the International Project Management Body of Knowledge, or PMBOK® Guide, which defines the core skills, knowledge areas and process model. PMBOK® Guide is a trademark of Project Management Institute, Inc. PRINCE2™ is also examined and used.

# ABOUT THE ECIC

The Entrepreneurship, Commercialisation and Innovation Centre (ECIC) is an established Centre of The University of Adelaide – a member of the Group of Eight leading Australian Universities. Experienced academic directors within the ECIC deliver a comprehensive suite of flexible postgraduate coursework programs in the following disciplines:

- **Project Management**
- **Science and Technology Commercialisation**
- **Innovation and Entrepreneurship**

The ECIC's programs are designed to assist individuals in achieving personal growth and professional goals.

[www.ecic.adelaide.edu.au](http://www.ecic.adelaide.edu.au)

# ECIC MISSION

The ECIC's mission is to foster innovation through entrepreneurship, commercialisation and project management research, teaching and community and industry engagement activities.

The ECIC is all about helping individuals make a difference – to create wealth in the form of economic growth and social advancement for companies and communities.

# PROFESSIONAL ACCREDITATION

The University of Adelaide is a Registered Education Provider (REP) for the Project Management Institute (PMI®) and is approved by PMI® to issue Professional Development Units (PDU) for its training courses. PMI is a registered trade mark of Project Management Institute, Inc.

The University is also a member of the International Centre for Complex Project Management.

# CAREER PATHWAYS

Applied Project Management programs provide the knowledge and skills to enable graduates to move further in their varied field into higher management positions. Our programs also greatly enhance the efficiency and output of existing management professionals.

# NAA SCHOLARSHIP

The Ngee Ann-Adelaide Education Centre awards scholarships to selected candidates of the University of Adelaide's Master of Applied Project Management program conducted at the NAA. Students are shortlisted for a scholarship according to the criteria below. These candidates are interviewed by the NAA Directors, who subsequently nominate the successful awardees.

## Selection Criteria:

- Academic qualifications and performance.
- Professional career record.
- Financial position.
- Potential to contribute to NAA and Singapore business community or society.

## Eligibility:

- Current Student of the University of Adelaide programs conducted at the NAA.
- Students should attain Distinction grades and above for at least 2 courses in the first 2 trimesters.
- Students who are currently not in receipt of, or seeking any sponsorship, bursary and scholarship from their employers or any other organisations.

## Terms:

- This is a bond free scholarship.
- The Scholarship is half the tuition fees of the enrolled program. The Scholarship recipient is expected to pay the fees for the first half of the program and the scholarship will pay for the tuition fees for the second half of the program.
- Satisfactory academic performance is expected of the scholarship recipient. Scholarship will cease with failure in any courses in the program.
- Enrolment in a minimum of 3 courses per academic year is required during the candidature of the program.
- Leave of absence of more than 3 trimesters consecutively is disallowed.
- The duration of the scholarship is for a maximum period of four years with effect from the date a student commences in the program. It is expected that the scholarship recipient will complete the program in a lesser period of time.
- If no suitable candidate can be determined, no award will be made.
- The Panel's decision is final.

# PROGRAM PATHWAY

	Entry Requirements	No. of Courses	Duration	Fees*
<b>Graduate Certificate in Applied Project Management</b>	<ul style="list-style-type: none"> <li>An undergraduate degree; or</li> <li>7 years work experience supported by a portfolio of evidence that the applicant has sufficient knowledge and skills to successfully complete the Certificate without a prior bachelor qualification</li> </ul>	4	2 - 3 Trimester	<b>Course Fee:</b> S\$2250 <b>Program Fee:</b> S\$9,000
<b>Graduate Diploma in Applied Project Management</b>	<ul style="list-style-type: none"> <li>An undergraduate degree; or</li> <li>the Graduate Certificate in Applied Project Management or the Graduate Certificate in Project Management, or equivalent</li> </ul>	8	4 - 6 Trimester	<b>Course Fee:</b> S\$2250 <b>Program Fee:</b> S\$18,000
<b>Master of Applied Project Management</b>	<ul style="list-style-type: none"> <li>An undergraduate degree; or</li> <li>The Graduate Certificate in Project Management, or Master of Project Management, or Graduate Certificate in Applied Project Management, or Graduate Diploma in Applied Project Management, or equivalent</li> </ul>	12	6 - 12 Trimester	<b>Course Fee:</b> S\$2250 <b>Program Fee:</b> S\$27,000

\* Fees are subjected to prevailing GST.

Courses	Graduate Certificate	Graduate Diploma	Master
Applied Project Management 1	•	•	•
Managing Risk	•	•	•
Project & Innovation Finance & Accounting	•	•	•
Leadership of Organisations	•	•	•
Project Management Techniques		•	•
Business & Contract Legal Studies		•	•
Managing Project Producing Companies			•
Complex Project Management 1			•
Electives*	0	1	4
<b>Total Courses</b>	<b>4</b>	<b>8</b>	<b>12</b>

\* Electives can be chosen from ECIC postgraduate courses.

\* Approval must be sought from the Program Director for non ECIC postgraduate courses as electives.

# COURSE DESCRIPTIONS

## Core Courses

### APPLIED PROJECT MANAGEMENT 1

This course introduces the context, rationale, strategy and tactics of project management from the perspectives of key stakeholders. Project phases are identified and examined. The importance of project planning and control is emphasised. Various models of project management are covered, including the Project Management Body of Knowledge (PMBOK® Guide), PRINCE2™ and IPMA, as are the internationally recognised areas of knowledge, the iterative processes and the core skills required by successful project managers. Participants will be expected to relate the application of PMBOK® Guide directly to projects from their experience and as a course assignment will be able to apply what they have learnt to an actual work place project.

### MANAGING RISK

The course addresses decision and risk analysis, methods for structuring and modelling decision problems and application of methods to a variety of problems that involve risk and uncertainty related to the commercialisation of new technologies and development of projects. Students apply risk analysis tools to a commercialisation assessment problem or a project development.

### PROJECT & INNOVATION FINANCE & ACCOUNTING

This course is designed to take students through the essential knowledge and skills development in areas such as: accounting concepts, understanding and analysing financial statements, book keeping, the accounting cycle, cash flow, company accounting, budgeting and planning, an introduction to management accounting. Engineers, scientists, technologists and those starting new ventures understand that a good grasp of accounting and financial management disciplines are crucial to success.

### LEADERSHIP OF ORGANISATIONS

This course aims to provide students with a good understanding of the leadership and management theory with a particular emphasis on the implications of transformational leadership and the application of emotional and social capabilities to achieving desired outcomes in modern companies. The course combines experiential learning with theory and practical applications. At the end of the course students should be aware of current leadership and management theories, have an understanding of the differences in personality types and their own leadership style and have a basic knowledge of people management practices to align team performance with project outcomes within organisations with a range of different goals, values and stakeholders. Content will include bases of authority, models of leadership, transformational leadership, emotional intelligence, values-based leadership, situational leadership, gender and cultural perceptions of leadership.

### PROJECT MANAGEMENT TECHNIQUES

This course is the intermediate core course between Applied Project Management 1 and Managing Project Producing Companies. It covers the management techniques required to achieve outcomes on projects in each of the areas of scope, time, cost, quality, procurement, human resources and communication. Further development of scenarios and the use of project management in various industries, including information technology, defence, construction, roll-out of government services, social, finance, medical, research and commercialisation occurs.

### BUSINESS & CONTRACT LEGAL STUDIES

This course includes a description of the common law process, theoretical basis of contracts; Contract formation including the requirements for intention on the part of the contracting parties, agreement,

formalities and consideration, contractual capacity, consent and legality. Operation of contracts including rules for interpretation of written documents; Discharge of contracts by performance; express agreement, frustration, election after breach; Remedies for breach of contract; Rules for assessment of the measure of damages; Variation of existing contracts including a discussion of the principles of promissory estoppel; Introduction to the law of torts; Historical development of the law relating to negligence; Extension of the law of negligence into situations involving negligent misstatement.

### MANAGING PROJECT PRODUCING COMPANIES

This is a capstone course in the Master of Applied Project Management and focuses on the use of project management by corporations to achieve corporate goals. Topics covered include: identification of corporate strategy; managing by process; scenarios and systems engineering principles; enterprise architecture; process redesign; project director skills; capability maturity; project, portfolio and program management and the role of values in a project-producing organisation. A major assignment based on the application of these areas to an organisation is used.

### COMPLEX PROJECT MANAGEMENT 1

The objectives of this course are to define and manage projects which undergo substantial changes in requirements, and consequently have high levels of emergence, high internal and external system complexity and usually have large life cycle costs. Such projects require the project team to learn during the life of the project in order to clarify what is required and consequently how to deliver it. Examples of such projects include complex defence projects which include multiple powerful stakeholders such as multi-nationals, the United Nations and the World Bank; achieving climate change objectives is a further example.

## Elective Courses

### PORTFOLIOS AND PROGRAMS MANAGEMENT

This course specifically addresses how organisations achieve strategic goals and objectives through Project Portfolio and Programs of multiple projects. Specifically this will address how an organisation strategically selects, initiates, prioritises and controls initiatives through Portfolio Alignment, Monitoring and Control.

The course will also consider how an organisation can benefit from delivering multiple projects in a Program environment including governing, controlling and supporting the organisation's strategy through Program Management. The management processes and strategies relevant to portfolios and programs and the benefits gained are examined. Aspects of developing a portfolio of maturing assets and opportunities, and balancing the portfolio, are examined. Duties and competencies of portfolios and programs managers are addressed. Skills are developed in use of the tools and techniques of portfolios and projects.

### BUSINESS ARCHITECTURE AND SYSTEMS

The course objective is to build knowledge and understanding in students of the role, content and techniques of Business Architecture and Systems within the project management discipline at advanced levels that are internationally recognized, through the application of principles based on the latest research and best practice. Content includes the definition of project architecture and examples of architecture and their supporting systems which have changed the ways businesses operate and support innovation. Support of socio-technical systems is developed. Hierarchical to layered systems, the role of software and activities and processes in architecting are developed. Heuristics for architecting manufacturing systems, the layering of systems and architecting tools, are examined. Case

studies are cited. Collaborative systems, design, modelling and architecture frameworks are developed. Roles of patterns and prototypes are developed.

### INNOVATIVE & CORPORATE VENTURING

This course examines the innovation and entrepreneurial skills required to identify and develop business and project opportunities within the corporate context. These include understanding the fundamentals of innovation and entrepreneurship and how these relate to and influence corporate strategy. The corporation, in turn, influences economies, industry and competitive environments. The course considers the role of foresight and how different innovation and entrepreneurship processes can be facilitated within a corporate setting. Skills are developed in competitive analysis, new venture and project strategy, feasibility analysis and accessing finance, legal and other necessary support within the confines of competing business interests. The objectives are to build participant understanding and skills equipping them to create innovative new ventures and projects that add significant new value for the corporation, industry and community.

### QUALITY MANAGEMENT

This course explores the Quality Management, its functions and contributions to the business and especially its role in Project Management. It also looks at the specific skills and knowledge required for good Quality Management System, professional disciplines, good practices and their key indicators for success.

### MANAGING PRODUCT DESIGN & DEVELOPMENT

Addresses the many and best practices organisations are using to accelerate the product development and production processes. Students develop case studies of methodologies for managing the technology and product development cycle.

### MARKETING TECHNOLOGY AND INNOVATION

Develops an understanding of the forces driving competition and demand in markets for technology intensive products and services. Covers product management decisions (design, channels/logistics, pricing/promotions, etc.) across stages of product life cycles affecting innovative and/or technology products. Enhances skills in analysing competitive trends, identifying threats and opportunities, designing new products and/or marketing strategies. Students develop a marketing strategy and perform a market analysis to define potential markets for an innovation and/or a technology.

### ENTREPRENEURSHIP AND INNOVATION

This course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and furthers the understanding of the role of innovation and technology and their efficient management to build and maintain a competitive edge in an entrepreneurial business.. The course is relevant to entrepreneurs and professionals from all backgrounds that wish to learn about and apply principles and strategies to achieve higher levels of innovation.

### OPPORTUNITY ASSESSMENT

This course is aimed at anyone who needs to assess possible business opportunities including possible project management opportunities that are mainly, but not exclusively, based on an innovative technological concept.

Rapid screening techniques are introduced, which will address the underlying business concept, the base technology, benefits to customers, potential markets, financial feasibility, risk and benefits to the organisation and the next steps to be taken. The course will also provide an introduction to the business planning process for a new enterprise.



## PRE-REQUISITE QUALIFICATION

### Graduate Certificate in Applied Project Management

- Undergraduate degree with 5 years work experience, or
- 7 years work experience supported by a portfolio of evidence

### Graduate Diploma in Applied Project Management

- Undergraduate degree with 5 years work experience, or
- 7 years work experience supported by a portfolio of evidence, or
- Graduate Certificate in Project Management, or
- Graduate Certificate in Applied Project Management

### Master of Applied Project Management

- Undergraduate degree with 5 years work experience, or
- Graduate Certificate in Project Management, or
- Graduate Certificate in Applied Project Management, or
- Graduate Diploma in Applied Project Management

## INTAKE

3 intakes a year: January, May, September

## PROGRAM STRUCTURE

### Graduate Certificate in Applied Project Management

4 Core Courses

### Graduate Diploma in Applied Project Management

8 Courses consisting of:

7 Core Courses  
1 Elective Courses

### Master of Applied Project Management

12 Courses consisting of:

8 Core Courses  
4 Elective Courses

## ASSESSMENT

Individual practical assignments, Project work

## FEES

**Application Fee\*:** S\$200.00 (upon application submission)

**Fee Per Course:** S\$2,250

The above fees are subjected to prevailing GST.

- Course fee is inclusive of course notes and examination fee.
- Course fee is charged on the basis of the number of courses enrolled in a given trimester.

\* Fully refundable if unsuccessful in meeting the entry requirements

## ENQUIRY

Tel: +65 6738 2910

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► [www.NAA.edu.sg](http://www.NAA.edu.sg)



## ONE TYPICAL TRIMESTER OF 16 WEEKS

For each coursework module, classes are facilitated in two flexible intensive blocks of weekend classes in a given term of 16 weeks commencing January, May and September.

The following depicts a typical trimester:

### PRE-INTENSIVE BLOCK

- Collection of course materials
- Pre-reading

### 1ST WEEKEND INTENSIVE

- Weekend classes\* are held over Friday, Saturday and Sunday.

### POST 1ST WEEKEND INTENSIVE

- Assignment writing
- Revision and self study
- Pre-reading for 2nd intensive

### 2ND WEEKEND INTENSIVE

- Weekend classes\* are held over Friday, Saturday and Sunday.

### POST 2ND WEEKEND INTENSIVE

- Assignment writing and submission
- Revision and exam preparations

\* A typical intensive weekend teaching block is as follows:

Friday: 7.00 p.m. - 10.00 p.m.

Saturday: 1.00 p.m. - 8.00 p.m.

Sunday: 9.00 a.m. - 4.00 p.m.

## DISCLAIMER

The information contained in this publication is correct at the time of printing but may be subject to change without notice. Updates may occur - please check the website for the latest information. Ngee Ann-Adelaide Education Centre and the University of Adelaide assume no responsibility for the accuracy of information provided by third parties.

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