



*Executive Training
Short Courses & Seminars
Business Management*



Asia Pacific International College

*Graduate School of Business and
Project Management*

Invitation

Invitation from Professor Jaafari



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PhD, FIEAust, CPEng
Principal Executive Officer**

It is my pleasure to welcome you to our College. We believe that education is the key to progress; it unlocks the potential of people and leads to their success in life. Nelson Mandela once said: Education is the most powerful weapon which you can use to change the world. We at APIC understand the value of this message but like Leonardo Di Vinci believe that knowing is not enough, we must apply.

At APIC our focus is on the next generation of graduates who can master the challenges of our time and who can define the shape of industry and government. We believe that education should provide transition from ordinary to greatness; it should change our horizons and aid our personal growth. Our aim is to enrich our students' lives and give them the tools, skills and vision to define a new direction in their life. Our mission is to prepare our students for a rewarding career in industry, government and community.

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It constitutes a new and integrated educational platform to support the development of managers in terms of knowledge, competence, technology and society (Figure 1). As a contribution to the development of the field, APIC has made these diagnostic tools and systems readily available to the project management community.

The Learning Lab supports APIC's experiential and reflective learning approach to education and enculturation of project and program managers. All the constituent resources within the Learning Lab are based on years of sound research and development work undertaken by Professor Jaafari and his colleagues in a variety of forms, including detailed field studies of projects and programs, fundamental research work and extensive consulting assignments.

About APIC

ASIA PACIFIC INTERNATIONAL COLLEGE

(An Australian Higher Education Institution offering Postgraduate Education in Technology, Project and Business Management)

APIC is internationally renowned for excellence in teaching and applied research in business, project, program, portfolio, organization and technology management. The College is focused on both formal postgraduate degree programs and industry relevant executive courses. All degree programs are formally accredited at University level by the respective educational authorities in Australia. The College is formally registered by the government as a degree granting Australian Higher Education Institution.

Postgraduate students select the College to develop themselves because of the quality of the College's programs, unique delivery methodology, industry relevance and formal recognition. Right from the start the College has consistently enjoyed high satisfaction ratings and is proud of the past graduates' achievement.

The College has outstanding academic reputation and produces graduates of high calibre for the 21st century performance. The formal recognition and accreditation of the College's programs, as well as endorsement by the respective professional bodies and general standing of the institution provide unparalleled opportunities to students to learn the art and science of management in a dynamic fashion.

APIC's Learning Lab supports a holistic approach to assessment and development of students and practitioners in this field. It houses multiple APIC-developed resources, such as Project/Program Health Check (PH-Check), Competency Assessment Tool (CAT), Online Learning System (OLS) and e-Library.

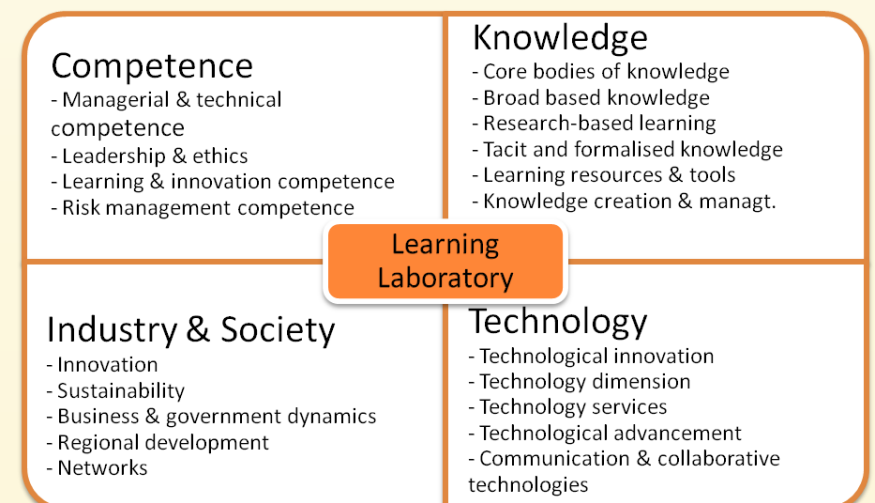


Figure 1: APIC's Learning Lab

The College (continued)

ASIA PACIFIC INTERNATIONAL COLLEGE

APIC does not see its role ending when a student graduates from one of its programs. Graduates and practitioners need to continuously assess and update their professional expertise to stay abreast of their field and to maintain or expand their range of engagements in industry and commerce.

APIC holds the view that a professional person's main asset is his/her stock of capabilities and that these capabilities must be explicitly recognized, assessed, maintained and further developed to ensure continuing relevance and alignment with industry trends. To this end, each professional person needs to have continuous access to facilities such as APIC's Learning Lab. Here he or she can evaluate their own portfolio of capabilities in a secure manner, locate gaps related to new roles and fresh challenges, undertake targeted development and obtain new sets of qualifications. APIC's vision is to provide systems and services that support graduates and practitioners in their quest for lifelong professional development, personal mastery and intellectual growth.

Summary

ASIA PACIFIC INTERNATIONAL COLLEGE

- APIC is a unique Australian Higher Education Institution established to achieve a paradigm shift in education and enculturation of project and program managers
- APIC provides a rich learning experience following the principles of experiential and reflective learning
- APIC encourages self-directed learning and development of an independent mindset
- APIC's Learning Lab supports holistic education including acquisition of professional values, perspectives, advanced knowledge and capabilities
- APIC's project and program management education is designed to address the realities and challenges of project management; it is supported by its unique diagnostic tools and systems
- APIC's graduates can return at any time to any of the APIC-developed diagnostic tools without charge
- APIC employs a world class faculty consisting of renowned academics and leading practitioners
- APIC's mission is to encourage students to seek career growth and capitalise on their full potential
- The emphasis in APIC programs is to link students of diverse background and experience to work in multi-disciplinary learning teams
- APIC provides a stimulating environment for peer group support, exchange of expertise and benchmarking to calibrate and test professional competencies in different contexts

Point of View

"The material just confirms to me what I have always known, that your work on developing and running teaching schemes are most ambitious and of good quality, and maybe much better than what many others have."

Professor Karlos Artto
Aalto University, Finland

"There is an increased need to have better skills to tackle increasingly more complex challenges; professionals are looking for ways in which to do this in a manner that fits in better with their busy schedules (as they try to achieve a better work/life balance). This program responds to this need in a systematic manner."

Natasa Gadzuric, Organisational
Development Officer, Downer
Engineering, April 2005

Point of View

"The MBPM is a very good idea and the program is very well structured and aligned to business needs. Almost everybody agrees that PM is a combination of science and art."

Hiroshi Tanaka, President of Global
Project Management Forums,
President of Japan Project
Management Forum, April 2005.

Executive Programs

OBJECTIVES

We recognize that in today's dynamic environment and diverse economies, all managers need to commit to a life long learning regime and continuously update their knowledge, skills, values and perspectives. New areas develop and sweep the globalised world of business and industry with an amazing speed making it essential for professional and executive people to keep abreast of all developments in their field. We are set up specifically to respond to these needs and requirements in an efficient and effective manner.

Our programs combine continuing education and formal academic award courses, whereby individual practitioners and executives can study as little as a one day course, to intensive knowledge workshops through to individual units of study and whole academic programs leading to recognized qualifications. Provided students undergo assessment, every single activity conducted flexibly can carry credit towards a recognized qualification. Up to 50% of an academic award can be studied in this manner.

All short courses, workshops and units of study are designed to be self contained learning packages with defined learning outcomes and no prerequisites literally. We believe that the participants are mature enough to assess what course unit or workshop is suitable for them and if they have sufficient background knowledge to complete the same.

PDP Workshop

APIC offers a range of workshops (short courses) with or without assessment in business, project, program, portfolio and organisation management. These may be studied as knowledge only courses or studied within a comprehensive competency framework.

The Professional Development Planning Workshop helps participants to map their current competencies, set learning and development targets and develop a personalised learning and development plan to maximise their gain from the available L&D opportunities. APIC's online interactive Competency Assessment Tool and L&D Planner facilitate the whole process in an effective and systemic manner.

Executive Diploma

Many executives, while able to attend short intensive workshops, cannot commit to a full time academic award program. APIC awards an Executive Diploma after an individual manager completes 4 intensive workshops in any combination and undergoes assessment at the end of each workshop. The Executive Diploma is not an academic award but it counts towards completion of an academic award.

Executive Diploma in Business Management is awarded to an individual who has completed 4 intensive workshops taken from the Business Management Graduate Program provided that the studies are completed within 2 years. Likewise, Executive Diploma in Project and Program Management is awarded to an individual who has completed 4 intensive workshops taken from the Project Management Graduate Program provided that the studies are completed within 2 years.

Business Management Courses

The intensive business management knowledge workshops are typically 4 days long. Each workshop is a self contained learning and development experience with defined learning outcomes. The workshop aims to immerse the participants in the latest thinking and concepts. It also aims to align the participants' knowledge, provide an opportunity for group learning and cross fertilisation.

As part of each workshop the College provides an electronic workshop pack (typically over 150 pages) that contains a copy of teaching materials, case studies etc. The workshops are offered as a practical hands-on intensive learning experience during which the participants work in groups to learn the process of applying knowledge successfully to management of projects, programs, organisations and venture as the case may be. Table 5 contains the list of business management workshops.

"We are what we repeatedly do. Excellence, therefore, is not an act but a habit"

-Aristotle

OUR ADVANTAGE

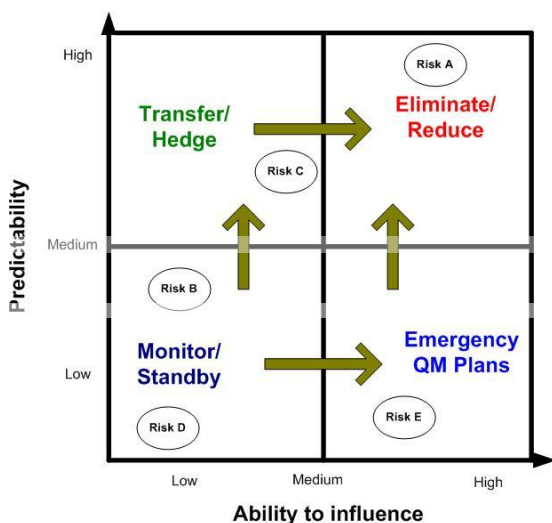
We are a progressive Technology and Management degree granting higher education institution devoted to delivering education and training for 21 century performance.

We focus on professional development of our students and aim to prime them to lead a successful and rewarding career, and perform as agents of change and progress.

We apply an experiential and reflective learning approach within a project-based learning framework to nurture creativity and innovation.

We are committed to promoting professionalism and ethical behaviour.

We are industry centric and established to meet the training and development needs of industry



PROGRAM OBJECTIVES

Courses have been designed as a modular and flexible program. The focus is to develop managerial capabilities in a particular branch of industry through a unique project-based experiential learning approach. The Program will combine theoretical concepts and practical considerations to:

- Reflect and address the present day management challenges.
- Educate a new class of managers who can transform the state of thinking and practice in today's technology-based organizations.
- Understand the importance of accurate performance data and analysis and of decision making based on facts and life cycle costs.
- Address the need for service delivery standards, performance monitoring and continuous improvement.
- Develop and implement overall perspectives as how to run networks and meet customers' expectations, achieve profitable outcomes and maintain the highest standards of technical management.

BENEFITS

This program is designed to impart fresh perspective, practical knowledge and techniques of managing large scale technical and service delivery system with a view to the effective management of societal and government expectations.

Individuals will be prepared for the challenges of leadership and management of projects, programs and complex systems. More specifically upon completion of this program participants gain the following benefits:

- Learning plans that encourage goal-based career enhancement.
- Alignment of individual learning and development with employer/industry sector needs, challenges and requirements.
- Modular learning programs that are flexible, customisable and mind stretching.
- The emphasis is on learning the latest concepts and techniques in an applied manner.
- Educational technologies employed to support program delivery in an effective and simple manner.
- Team-based experiential learning stimulates individual student learning.
- Diagnostic tools are embedded into the learning systems for assessment and benchmarking of individual capabilities and performance.

Suite of Short Courses and Workshops

Table 2: Functional and General Management Workshops

Code	Title	Credit Points	Duration (Day)
CPD11021	Professional Development and Ethics	3	2
SBM21011	Operations Management	6	6
SBM21021	Marketing and Business Communication	6	6
SBM21031	Financial Management	6	6
SBM21041	Human Resources Management	6	6
SBM21051	International Business and Competitive Strategy	6	6
SBM21061	Organization Behavior and Internal Communication	6	6
SBM22011	Entrepreneurships, Innovation and Technology Management	6	6
SBM23011	Supply Chain Management Fundamentals	6	6
SBM23021	Advanced Supply Chain Management	6	6
SBM23031	Strategic Information Systems: Managerial Perspective	6	6
SBM23041	Enterprise Systems and Business Process Integration	6	6
SBM24011	Managing Enterprise Assets for Sustainability	6	6
SBM24021	Complex Asset Management	6	6
SBM24031	Managing Environmental Sustainability	6	6
SBM24041	Managing Emission Trading and Associated Schemes	6	6
SBM25011	Business Law and Due Diligence	6	6
SBM25021	Business Audit	6	6
SBM25031	Corporate Governance	6	6

Table 1: Project, Program and Portfolio Management Workshops

Workshop Code	Title	Duration (Day)	PMI's PDU's	AIPM's CDPs
CPD11011	Leadership and Socio-Cultural Competencies Workshop	1	7.5	10
CPD11021	Professional Development and Ethics	2	15	10
CPD11031	Project/Program Diagnostics Workshop	2	15	10
SBM11011	Project/Program Strategic Intent, Business Case, Framework and Governance	4	30	10
SBM11021	Project Human Resources, Communication and Integration Management	4	30	10
SBM11031	Project/Program Information and Communication Systems	4	30	10
SBM11041	Leadership and Change Management	4	30	10
SBM11051	Strategic Project, Portfolio and Program Management	4	30	10
SBM11061	Assessment and Development of Project-based Organisations	4	30	10
SBM12011	Project Scope, Time and Cost Management	4	30	10
SBM12021	Project/Program Quality, Risk and Procurement Management	4	30	10
SBM12031	Venture/Project Economics and Finance	4	30	10
SBM12041	Project/Program Delivery Systems	4	30	10
SBM12051	Project Formulation and Business Planning	4	30	10
SBM12061	Advanced Risk and Uncertainty Management	4	30	10

CPD11021 - Professional Development and Ethics

Unit Overview

This unit places major emphasis on understanding the processes of professional development and competency acquisition. Most practitioners associate competency with task dexterity and job-related skills, which is referred to as 'normative skills'. The question is how relevant and valid normative concepts are in today's environment of change and uncertainty. Competence is about autonomy; self-reference and group self-organization, i.e. the relatively enduring qualities that empower professional people to perform well individually and in groups despite prevalence of complexity and rapid change. It must be underpinned by strong personal and group ethics.

The unit will cover:

1. Fundamentals

- Introduction to course aims, objectives, target competencies, learning strategies, resources available, timetable and deliverables, assessment methods and related briefings
- Briefing on how to conduct each phase and the entire unit of study
- The environment, mega trends and the rise in complexity and change and impact on individuals and organizations
- Envisioning the future and setting of realistic goals
- Ethics and professional conduct
- Group work and class discussion on the impacts of change on individual professionals and businesses
- Competency assessment and setting of professional goals
- SWOT analysis and development of strategies to aid own professional development in an optimum manner

2. Group work, Summary and Feedback

- Lecture and group work: peer and group assessments
- Working with APIC's tools and systems
- Group work: consolidating and aligning individual learning and development challenges
- Presentation and discussion: groups to present their findings
- The way ahead: scope for individual assignment
- Continuous progress mentoring and improvement

Credit Points: 3

Aims and Objectives:

- Understand how to conduct environmental scanning and blue sky thinking
- Understand how to assemble and analyze mega trends generally and in specific
- Learn and apply principles of ethics and ethical conduct
- Define/refine your professional goals and set development targets
- Conduct SWOT analysis and develop optimum strategy
- Conduct broad competency assessment in respective areas
- Develop personal learning and development plan
- Define key performance indicators (KPIs) and metrics to assess progress against plan
- Compile and submit your L&D plan to continually improve yourself
- Manage and enhance own professional competencies

SBM21011 – Operations Management

Unit Overview

This unit focuses on systematic operations planning and management. Successful operations management concerns day-to-day operations of the organization applying quality management principles and processes, including process optimization and continuous improvement.

The unit will cover:

- Sound understanding of the fundamentals of operational planning, organizing, staging, monitoring and performance improvement, applying the process approach
- Sound understanding of the fundamentals of resource acquisition and management fundamentals to support operations and activities
- Competency to selecting appropriate Standards applicable to different aspects or sections of the operations or management functions in the organization unit
- Competency to structure, design, test and roll out operations in the organization unit
- Competency in devising and applying effective and integrated operations health and safety management plans
- Competency in planning and selecting suppliers and partners
- Competency in specifying operational performance assessment requirements
- Competency on the design and application of quality management systems to manage quality of products, processes and organization unit
- Competency in mounting surveillance/ monitoring and measurement of operations and initiating operational improvement schemes across the organization unit
- Sound understanding of the laws and regulations pertaining to operations, including understanding of legal and statutory records and evidence needed at law

Credit Points: 6

Aims and Objectives:

The broad aims of this unit are to ensure candidates:

- Gain sound understanding of the fundamentals of operational planning, organizing, staging, monitoring and performance improvement, applying the process approach
- Gain sound understanding of the fundamentals of resource acquisition and management fundamentals to support operations and activities
- Know how to select appropriate Standards applicable to different aspects or sections of the operations or management functions in the organization unit
- Know how to structure, design, test and roll out operations in the organization unit
- Know how to devise and apply effective and integrated operations health and safety management plans
- Know how to plan and select suppliers and partners
- Know how to specify operational performance assessment requirements
- Learn to design and apply quality management systems to manage quality of products, processes and organization unit
- Learn how to mount surveillance/ monitoring schemes and measure operations and initiating operational improvement schemes across the organization unit
- Sound knowledge of the laws and regulations pertaining to operations, including understanding of legal and statutory records and evidence needed at law

SBM21021 – Marketing and Business Communication

Unit Overview

This unit focuses on effective marketing and business communications. Students will gain a deep understanding of the role of marketing within a business unit including strategies for achieving business growth and competitive advantage. The unit covers both traditional marketing approaches as well as e-marketing and newer forms of business communications. Marketing and business communication are taught to promote entrepreneurial and creative thinking as well as strategies that deliver competitiveness for both existing and new businesses.

Marketing and business communications will be taught as a component of the total management process, from strategy through to customer and market research, product/service concept, customer and pilot trails, marketing, production and sales, after sales service and so on. The unit covers all aspects of marketing including market research, channel selection, communication strategies, marketing artefacts, execution of marketing action plans, feedback and improvement etc. It also covers an understanding of international marketing concepts including use of resellers and distributors, alliance and other forms of networks.

The unit will cover:

- Role and function of marketing and business communications in contemporary businesses
- Organization's mission, goals, strategies and plans to understand and extract marketing imperatives
- Competency in the application of techniques applied to deliver different stages of marketing
- Competency in market segmentation, including determining channels and formulating marketing strategies
- Planning and implementation of marketing activities based on organization's characteristics, goals, strategies and contingencies
- Ability to determine the communication, information and documentation requirements of an organization
- Design formal processes and supporting ICT infrastructure for effective business communication across the whole enterprise
- Different learning styles and utilization of the same in promotion of communication synergy
- Assessment, development and balancing of high performance teams
- Relationships between marketing, business communication on the one hand and organizational performance on the other

Credit Points: 6

Aims and Objectives:

The broad aims of this unit are to ensure candidates:

- The role and function of marketing and business communications in contemporary businesses
- Analysis of the organization's mission, goals, strategies and plans to understand and formulate marketing imperatives
- Techniques applied to deliver different stages of marketing
- Market segmentation including, determining channels and aligning marketing activities according to channel characteristics and marketing strategies
- The approach to planning and implementation of specific marketing initiatives based on organization's characteristics, goals, strategies and contingencies
- Organization's needs and requirements in terms of communication, information and documentation requirements in an organization
- Formal processes and supporting ICT infrastructure for effective business communication across the whole enterprise
- Different communication styles and the application of this knowledge in promoting effective business communication
- Assessment, development and balancing of high performance teams
- Relationships between marketing, business communication on the one hand and organizational performance on the other

SBM21031 - Financial Management

Unit Overview

Accounting and financial management form a vital part of any organization, as money is the life blood of organizations and nearly all decisions are based on financial considerations in one form or another. Performance of all organizations in the private sector are assessed through a number of financial parameters, such as cash flow, balance sheet, orders in hand, fixed and variable costs, profitability, capital investment, assets, liabilities, return on investment, earning per share, historical stock price movements, financial ratios and so on. All managers need to acquire a sound understanding of accounting and financial management principles, techniques and standards, even though they may not be directly associated with the accounting and financial management department in an organization unit. Every decision and every action has financial ramifications for the whole organization. All managers need to pay attention to this area. In summary, this unit targets accounting and financial management. It develops a sound understanding of the relevant principles, techniques and standards.

Credit Points: 6

Aims and Objectives:

- Definitions and general principles of accounting, budgeting, financial planning and control concepts
- Accounting standards, best practices, requirements and instruments for communication
- Financial measures including cash flow, balance sheet, orders in hand, fixed and variable costs, profitability, capital investment, assets, liabilities, return on investment, earning per share, historical stock price movements
- Cost estimating techniques and determination of their accuracy, range of application and timing in business ventures
- Financial performance measurement, reporting and assessment
- Trend projection for the purposes of managerial decision making
- Systems and tools for computer-supported accounting and financial management functions in organisation units

The unit will cover:

- Sound understanding of definitions and general principles of accounting, budgeting, financial planning and control concepts
- Sound understanding of accounting standards, best practices, requirements and instruments for communication
- Sound knowledge of financial measures including cash flow, balance sheet, orders in hand, fixed and variable costs, profitability, capital investment, assets, liabilities, return on investment, earning per share, historical stock price movements
- Competency in basic estimating techniques and determination of their accuracy, range of application and timing in business ventures
- Competency in financial performance measurement, reporting and assessment
- Competency in financial forecasting and trend projection for the purposes of managerial decision making
- Sound appreciation of systems and tools for computer-supported accounting and financial management functions in organisation units

SBM21041 - Human Resources Management

Unit Overview

This unit focuses on successful management of human resources with particular focus on theories of human resource management and the key practices in modern day organizations. A holistic approach embraces HR management as part of the broader framework of the development, operation and behavior of organizations. It emphasizes effective HR policies, organization staffing design, on-going human resources management and promotion of cross functional teams. Typical topics studied are:

- Self-management including the art of self-assessment and ongoing development
- Ethical decision-making
- Human resource planning including forecasting human resource requirements and availability
- Human resource engagement including skills in job analysis, the development of job specifications and accurate job descriptions, selection and recruitment.
- Employee management including skills in the use of performance management and associated training and development
- Employee dismissal
- Determination of different learning styles and utilization of the same in promotion of communication synergy
- Communication, information and documentation management
- Assessment, development and balancing of high performance teams
- Promotion of employee health and wellbeing including the application of health and safety standards

The unit will cover:

- Insights into ethics and promotion of value-based consistent decision making
- Insights into different strategies and human resource management models, their application range and dynamics
- Competencies for self assessment, development and professionalism
- Competency in developing and applying effective human resources policy, procedures and employment strategies
- Competency in effective human resources planning, including requirements analysis, organization structures, team and communication culture
- Competency in promoting and applying a culture of teamwork and also working in teams
- Competency in assessing staff performance, developing staff knowledge, skills and abilities
- Understanding of and application of relevant strategies, policies and processes to promote employee safety, health and welfare

Credit Points: 6

Aims and Objectives:

- Obtain a sound grounding in ethics and value-based consistent behaviour and decision making
- Know how to make ethical decisions and role-model ethical behaviour
- Understand definitions and different forms of human resources management and their application range
- Know how to effectively manage own performance at work and develop effective people skills
- Know how to undertake human resource planning and effectively recruit and select employees
- Know how to manage employee performance and develop employee skills, abilities and knowledge
- Know how to manage a safe, healthful and equitable workplace

SBM21051 – International Business and Competitive Strategy

Unit Overview

This unit addresses the international nature of business, formulation of competitive strategy and competitiveness of the organization. It analyses international markets and the associated dynamics, strategic planning and creation of a competitive advantage. Organizations must increasingly create competitive advantage in both local and international markets and capitalize on their core competencies. Topics of study include:

- Understanding international business, global dynamics and competitive environment
- Defining business strategies and creating competitive advantage
- Strategy making process and strategic context
- Triple bottom line approach and strategy for corporate development
- Utilizing technology and other drivers for maintaining competitive superiority
- Designing strategies for out-sourcing, co-sourcing, networks and partnerships
- Strategic management of functional areas, governance structure and devolution of decision making
- Organizational KPIs and measurement of the organization performance

Credit Points: 6

Aims and Objectives:

- Definitions / forms of organisations, their characteristics, advantages and disadvantages and their application range
- International nature of business and globalisation impacts
- Environmental scanning and blue sky thinking
- Assemble and analyse mega trends generally and in specific industry branches
- Market and customer research and planning, including setting of realistic goals
- SWOT analysis and develop strategy
- Research, assess, win, retain and develop customers
- Developing business networks of suppliers, partners and collaborators to leverage scale, speed to market, technology and customer trust
- Develop effective strategies for facilitation of communication and for optimal use of ICT strategies for internal and external collaboration
- Organisational governance and control reviews and how to develop and implement governance improvement initiatives

The unit will cover:

- Knowledge of international business and derivation of competitive strategies
- Insights into mega trends in general and those applicable to a specific industry branch locally and globally
- Insights into challenges faced by organizations, their environmental change, customer and stakeholders' expectations
- A sound understanding of definitions and different forms of organisation structures and associated application range
- Ability to design an optimal and adaptive organisation unit to produce and deliver target goods and services in a competitive manner
- Ability to develop effective strategies for facilitation of communication and for optimal use of ICT strategies for internal and external collaboration
- Competency to design, implement and review appropriate governance structures
- Competency in designing relevant KPIs, associated metrics and performance assessment
- Ability to initiate, promote communication with the customers, including assessing satisfaction and receiving feedback

Unit Overview

This unit addresses the fundamentals of organization behavior and internal communication. Organizations are functions of people and the specific culture that binds the people together. Organizations need to adapt continually in the competitive business environment to better respond to the expectations of their stakeholders. Success depends on the organizational cohesion and unity of purpose which in turn depends on the motivation and behavior of the people. Organizations need to tap the intellect and energy of their people and this requires appropriate incentives, development of a team culture, creation of a supportive environment and creation of a culture of trust. Organization behavior will address organizational dynamics, including:

Internal communication is at the heart of a functioning and dynamic organization in which staff and management exchange messages

continually. It is essential that organizations design and apply effective internal communication processes and evaluate these on a regular basis to ensure that the organization is on the right track and can meet customers and stakeholders' expectations competitively. It is self evident that success is dependent on all people who make up an organization to work together effectively and focus on achieving organizational goals. Internal communication is at the heart of creating dynamic organizations. The areas studied embrace the following:

- Frameworks and strategies for internal communication
- Characteristics of the organization, including culture, business model etc
- The communication processes and techniques
- Assessment and continuous improvement of internal communications

Credit Points: 6

Aims and Objectives:

- Insights into organization theory
- Insights into internal communications, teams and behavioral models, their application range and limitations
- Learn about behavioral and motivational theories promoting organizational cohesion and self adjusting units
- Understand organization culture, power, politics and conflicts
- Learn how to design organization, incl. business model, culture and organization structure
- Learn how organization dynamics and internal communication are linked
- Understand how organization behavior can be improved continuously

The unit will cover:

- Knowledge and understanding of organizational behavior
- Insights into history of organizations
- Understanding influence factors in organizations incl. power, politics, leadership
- Ability to design new service-driven organizations
- Ability to analyze organizational control and reward systems
- Insights into contemporary theories of motivation
- Ability to assess employee stress and well-being at work
- Ability to design jobs and assess employee reaction at work
- Ability to research workgroup dynamics and group-based problem solving
- Knowledge of strategic internal communications
- Engaging staff in setting and achieving organizational objectives
- Methods for communicating with staff
- Techniques of evaluating and improving systems of internal communication
- Managing transitions: organizational culture and change

Unit Overview

This unit focuses on entrepreneurship, creativity and innovation as prevailing culture and means of achieving breakthrough solutions in terms of customer and stakeholders' needs and community welfare. Technology is used as means of creating a competitive advantage, automating tasks, cutting costs and minimizing waste or improving sustainability. As hierarchical structures are being abandoned and individual employees are expected to contribute to organizational unit, they need to have a good understanding of the organization mission, goals and mandates as well as ability to think, develop and implement initiatives that contribute to the success of the organization. Innovation, new insights and creative abilities are fundamental to the success of organization. The areas of study under focus include:

- Identifying opportunities for innovation and targeting areas that the organization can be, or is required to be, good at
- Promoting and facilitating a culture of entrepreneurship and innovation
- Recognizing and promoting the importance of professionalism (a culture of discipline and ethics)
- Leveraging new technology as an integral part of the business, process and product delivery models
- Development and realization of sound business plans, including:
- Effective management of processes for employee innovation, product/process innovation, business formulation and entrepreneurship
- Building in means of continuous improvement

The unit will cover:

- Know how to spot opportunities, conceive, develop and realize their potential
- Know how to promote a culture of creativity, innovation and entrepreneurship
- Leveraging new technology as an integral part of the processes, products and support systems
- Know which techniques to apply to determine feasibility of new product/process or innovations
- Application of risk, complexity and uncertainty management principles to re-engineer plans, reduce risks, enhance value and achieve customers and stakeholders satisfaction
- Business planning fundamentals
- Know how to manage the processes for innovation and entrepreneurship as well building in means for organizational continuous development and renewal

Credit Points: 6

Aims and Objectives:

Upon completion of the course, the candidate should demonstrate:

- Ability to define areas of focus in organizations (based on existing and emergent opportunities, working backward from market trends and dynamics, customers and stakeholders' needs and other business drivers)
- Ability to promote a culture of entrepreneurship and innovation
- Ability to recognize the importance of, and means to achieving, professionalism (a culture of discipline, personal mastery and ethics)
- Ability to leverage new technology as an integral part of the conception of new business, process and product delivery models
- Competency to develop sound business plans
- Competency for effective management of processes for employee innovation, product/process innovation, business formulation and entrepreneurship
- Ability to build in means of continuous organizational refocus and renewals

Unit Overview

This unit of study will cover the fundamentals of supply chain management, and is a pre-requisite to SBM2302 Supply Chain Management 2. It delivers working knowledge and competencies in the techniques necessary to optimize supply chain processes on both upstream and downstream, in the design and delivery of an organization's products and services. The unit addresses the following:

- The strategic importance of procurement and supply networks in modern organizations
- Basic design of supply chain networks, and their contractual and legal obligations
- Understanding of accounting methodologies for supply chains
- Negotiating, developing and managing supplier contracts, and measuring supply chain and suppliers' performance
- Appreciation of the role of human factors in supply chain management
- Understanding of scales of operation for supply chain management from small retail/B2C operations through to large multinational-scale wholesale/B2B ones, and their stakeholders' management
- Planning and implementing supply chain projects

Credit Points: 6

Aims and Objectives:

- The strategic importance of procurement and supply networks in modern organisations
- Basic design of supply chain networks, and their contractual and legal obligations
- Understanding of accounting methodologies for supply chains
- Negotiating, developing and managing supplier contracts, and measuring supply chain and suppliers' performance
- Appreciation of the role of human factors in supply chain management
- Scales of operation for supply chain management from small retail/B2C operations through to large multinational-scale wholesale/B2B ones, and their stakeholders' management
- Planning and implementing supply chain projects

The unit will cover:

- A sound understanding of definitions and terms in Supply Chain Management (SCM)
- Basic design of supply chain networks
- Ability to develop contracts with suppliers with legal considerations
- Ability to measure suppliers' performance
- Ability to overview combination of different suppliers in value chain, and evaluate the overall performance
- Ability to develop and manage supplier contacts and relations
- Appreciation of human factors in negotiations, maintenance of relations, securing supply
- Understanding the scale of procurement and operations in SCM in different contexts: retail, wholesale, business-to-business and multinational.
- Understanding the accounting methodologies for supply chains
- Ability to plan simple projects in SCM and implement them

SBM23021 – Advanced Supply Chain Management

Unit Overview

This unit of study focuses on advanced supply chain management practices including logistics and time-based planning for successful operational requirements. Supply chain managers consistently balance supply and demand in both tactical and long-term strategic manner to optimize operational benefits, and manage timely inputs to business operations. The unit introduces key skills for negotiation and improving business relations in purchasing, and continuous improvement for leaner and sustainable supply chain.

The competencies targeted are as follows:

- Managing, determining key areas and improving purchasing and supply chain functions
- Understanding of time-based supply chain planning, developing strategies to fulfill organizational goals effectively and efficiently
- Advanced logistics management tools and techniques, and their application to cost-reduction strategies for supply chains
- Assessing risks and producing mitigation plans in purchasing plan, supplier selection and logistics
- Leadership and influencing to provide visibility and promote purchasing and supply chain management functions in organizations
- Initiating, monitoring, controlling and evaluating supply chain and relevant projects

Credit Points: 6

Aims and Objectives:

- Managing, determining key areas and improving purchasing and supply chain functions
- Time-based supply chain planning
- Developing strategies to fulfill organizational goals effectively and efficiently
- Advanced logistics management tools and techniques, and their application to cost-reduction strategies for supply chains
- Assessing risks and producing mitigation plans in purchasing plan, supplier selection and logistics
- Developing risk mitigation plans and their implementation
- Financial and legal considerations in contract management
- Initiating, monitoring, controlling and evaluating supply chain and relevant projects/programs for leaner and effective operations

The unit will cover:

- Assessing the availability and vulnerability of supply chain
- Assessing the opportunities to improve supply chain effectiveness and efficiency with quality improvement methodologies
- Risk management: identification, assessment, planning and execution of mitigation strategies
- Ability to use logistics tools and techniques for timely supply
- Ability to influence and lead others in an organization to promote the value of Supply Chain Management (SCM)
- Ability to quantify the value of SCM and provide visibility to management
- Ability to design SCM strategies that align with overall organizational objectives
- Ability to produce business cases to justify SCM projects
- Ability to initiate, monitor, control and evaluate projects in SCM

SBM23031 – Strategic Information Systems: Managerial Perspective

Unit Overview

This course addresses the fundamental concepts and operational issues surrounding strategic information systems in organizations. It equips students with the necessary basic knowledge and competencies they need to design and utilize strategic information systems effectively and efficiently. The main areas of this unit:

- Development of a managerial perspective on strategic information systems
- Understanding and definitions of the basics of Information Technology in a business environment
- Emerging open standard software applications and solutions
- Methods of approach to analysis of IT requirements
- Study of legal requirements for procurement and implementation of strategic information systems
- Setting of organizational goals and strategies in conformity with strategic information systems requirements

The unit will cover:

- A sound understanding of definitions and different forms of Information Systems (IS)
- Competency in developing requirements for business IS and their integration into an organization.
- Ability to overview combination of different systems/components: hardware, software, communications and data processing to design an effective IS strategy
- Ability to evaluate off the shelf IS applications, to tailor them in accordance with an organization's demands, and to appreciate implementation issues.
- Ability to identify deficiencies and opportunities in IS, produce a roadmap to accommodate technological advances in IS, and formulate business cases for their improvement.
- Ability to determine what data to collect and to produce necessary information for management decision making
- Ability to consider ethics, security and privacy in IS design
- Ability to develop IS strategies for an organizational unit

Credit Points: 6

Aims and Objectives:

- Basics of Information Systems (IS) and integration of components: hardware, software, communication networks and databases and data storage, and historical progress
- Utilization of IS in business: efficiency tools, basic systems, business process automation, Enterprise Resource Planning, Customer Relationship Management
- Management decision making, decision support systems and application of IS in strategic management
- Developing IS strategy
- IS architecture development, systems approach and business process re-engineering
- Monitoring and integration of project/program and asset portfolios into management decision systems
- Planning IS and acquisition of technologies and impacts on the staff
- Organizing data and information, database management
- Telecommunication networks: Internet, intranets and extranets
- Electronic commerce and transactions
- Security, privacy and ethical issues in IS and Internet
- Artificial Intelligence, Virtual Reality and Expert systems
- Networked organizations and the role of IS for their effective implementations

SBM23041 – Enterprise Systems and Business Process Integration

Unit Overview

This unit will focus on the power and utility of Enterprise Systems (ES) in modern day organizations. Students will learn how to plan, acquire and implement enterprise systems to suit the business needs and requirements optimally. ESs have revolutionized the business management over the last decades, beginning with decision support and resource planning systems through to their evolution into integrated enterprise resource planning (ERP) and Customer Relations Management (CRM) systems and more intelligent tools. The human and technological resources, as well as the business processes of the organization are addressed in a coherent manner. Also, the information requirements, and the technology and process enablers are covered. It also looks at the key aspect of risk and security in managing such large-scale computing systems, and how they impact both IT infrastructure and operations. Examples of the topics under ES are:

- Information requirements, technology and process enablers
- Balancing demand and supply;
- Link customers and suppliers into an integrated value chain;
- Employ proven business logic and processes for management decision-making;
- Provide a high degree of cross-functional integration among such managerial operations as sales, marketing, human resources, operations, purchasing, logistics, manufacturing, finance and new product development.
- Risk and security in managing ES, and impacts on IT infrastructure and operations

The unit will cover:

- Definitions and different forms of Enterprise Systems
- Developing requirements for business systems and their integration into an organization.
- Competency to overview interactions between different systems in terms of data retrieval/query and interfaces.
- Evaluation off the shelf ES applications, to tailor them in accordance with an organization's demands, and to appreciate integration issues.
- Deficiencies and opportunities in ES, and formulate business cases for their implementation
- Determining data that feeds into ES to generate meaningful information
- Utilization ES for sound decision making with considerations of their limitations.
- Oversee and manage ES issues in an organizational design

Credit Points: 6

Aims and Objectives:

- Process transactions to form a value chain
- Conceptual modelling of ES that connects relations into business processes.
- The flows for value generations and interactions within the organizations and with their external business partners resources between the organizations and their partners
- Benefits for using enterprise systems and architectural approaches.
- Addressing issues with the introduction of enterprise systems in an organisation
- An overview of technological infrastructure (database management, telecommunications, human interface, etc.) in ES, and future of ES
- Appreciation of security and consistency of ES, and their importance for external utilisation for procurement and marketing.
- ES implications for organisational architecture design and re-design, e.g. mergers and acquisitions,
- Enterprise Resource Planning (ERP) systems integrating marketing, sales, accounting, finance, production human and enterprise asset resources.
- Customer Relationship Management (CRM) systems that integrate data into a single consistent system, and its strategic advantage in competition for market share.

SBM24011 – Managing Enterprise Assets for Sustainability

Unit Overview

This unit provides an introduction to the enterprise asset management with focus on management of assets in a holistic and sustainable manner. Enterprise asset management has assumed strategic importance in industries that rely on capital-intensive assets as means of production, including utilities, manufacturing, mining, construction and agriculture. Both public and private organizations are under increasing pressure to get the maximum out of their assets, which could be tangible (e.g. buildings, equipment) or intangible (e.g. software, intellectual property). The dilemma faced by major organizations is that their asset renewal and replacement decisions have to be based on long-term assumptions about market continuity and operational periods; whereas, the demand for services or product is typically short-term and fluctuates with time. The competencies targeted in this unit include the following:

- Holistic asset management in capital intensive industries
- Asset life cycle planning (considerations in design, procurement, installation, commissioning, operation, maintenance and decommissioning /replacement of an asset, and its budgeting, planning and total cost management)
- Project-based asset management, techniques of reconciling asset capabilities and range with customer and market needs and requirements
- Streamlining asset management with operations, reducing downtime and maximizing asset productivity life with optimal maintenance
- Operational risk management and response to asset failures
- Environmental sustainability and other considerations

The unit will cover:

- Developing roadmap to minimize the cost and optimize the cost of an asset
- Applying decision making methods and techniques for asset investment decisions
- Developing models for asset life cycle
- Producing and measuring indicators for the asset utilization: how effective and efficient
- Providing perspectives to relevant technical and operational groups for designing a system with optimum asset utilization
- Developing risk management plans to compromise with risk/cost trade-offs
- Compliance with legal requirements and standards in AM

Credit Points: 6

Aims and Objectives:

- Asset management (AM) framework: a strategic overview of (AM); aligning with organisational objectives, vision and mission.
- Hierarchical model for asset management:
- Financial and non-financial aspects of AM
- Planning for asset acquisition: assessing value of the asset and lifecycle considerations
- Life cycle costing of assets
- Lifecycle of an asset: purchase, deployment, maintenance and end of life
- Asset life cycle constraints: aging, technology obsolescence, and their impacts
- Business and technical processes during asset lifecycle
- Decision making process for asset acquisition
- Capability assurance during an asset lifecycle: maintenance and upgrading
- Managing risks: insurance, back-up, sharing assets, etc. and reliable operations, cost and risk trade-off
- Design considerations in asset lifecycle: role of systems development, program/project management, and processes
- Measuring an asset's performance over its life
- Standards for asset management
- Considerations in AM: e.g. sustainability, environmental sensitivity, knowledge management

SBM24021 – Complex Asset Management

Unit Overview

This unit advances knowledge and competencies of students further in complex asset management. The unit focuses on development and application quantitative models that simultaneously evaluate an asset's:

- Technical performance
- Financial performance
- Customer satisfaction performance
- Environmental performance

The asset management models enable the analyst to consider significant internal and external factors and

obligations to analyze asset management decisions across the whole value chain, preferred suppliers, specific asset configuration, favored distributors and group of customers. Data sources concern:

- Business Strategy,
- Resources, Operating and Maintenance Requirements,
- Existing Legacy Systems, and
- Orphan data

Credit Points: 6

Aims and Objectives:

- Modelling demands in utility sector
- Inputs and influencers in Enterprise Asset Management (AM): technical, financial, customer satisfaction and environment
- External factors in AM: value chain, suppliers, configuration of assets, distributors and customer groups
- Internal factors in AM: business strategy, human resources, operations, maintenance, and legacy systems
- Quantitative models for AM: behavior under uncertainty and discontinuity
- Options for responding abrupt demand fluctuations
- Risk management and developing contingency plans in case of demand fluctuations
- Emergency response
- Forming asset portfolio
- Project-based portfolio management: Optimizing utilization of asset portfolio

The unit will cover:

- Ability to model demand changes
- Developing models to accommodate demands changes with inputs and influencers, external and internal factors as their variables
- Developing quantitative formulae that simulate the behavior of assets in case of emergency response
- Evaluating alternatives to respond to demand changes, and assessing their risks
- Developing contingency plans
- Formation of an asset portfolio
- Ability to make portfolio decision considering multi criteria
- Formulating project initiatives to optimize asset utilizations
- Employing criteria, similar to project selection, to asset portfolios

SBM24031 – Managing Environmental Sustainability

Unit Overview

Learning to manage sustainability in modern day organizations has assumed a degree of critical importance particularly with the introduction of mandatory requirements on curtailing greenhouse gas emission and resource conservation. Sustainability management is also considered an essential competency of inspirational managers. This unit equips students with the necessary knowledge and professional skills for:

- Initiating, leading, monitoring and controlling sustainable business practices in their organizations, with focus on three key dimensions: economy, ecology and social responsibility.
- Sustainability considerations in the entire product lifecycle: from product development, production, sales to recycling or disposal.
- Analyzing the big picture of not only ecological aspects but also key social and economic challenges and applying sustainable measures
- Achieving an optimum socio-economic-ecological balance in decisions and operations of an organization.
- Applying creative thinking to generate alternatives that can potentially achieve a successful balanced outcome to resolve conflicts between social, economical and ecological considerations.

Credit Points: 6

Aims and Objectives:

- Constraints for successful sustainability management
- Risks and possible long-term impacts of ignoring sustainability in management
- Foundations for measuring social, environmental and economic impacts
- Leadership for corporate sustainability
- Developing responsible governance and management: mission, vision, goals and strategies
- Relating shareholder value and sustainability
- Sustainability performance metrics
- Standards and code of conduct for sustainability
- Adding sustainability as another criterion in investment portfolio decisions
- Sustainability in performance evaluation systems from top to bottom in the hierarchy of an organization
- Implementing and improving business processes, projects and products for sustainability

The unit will cover:

- A sound understanding of definitions and terms in sustainability management
- Awareness of standards for sustainability
- Ability to oversight business decisions with sustainability considerations: economy, environmental and social
- Determining and assessing sustainably risk factors in an investment decision
- Adding sustainability in an organization's charter
- Ability to lead, motivate, engage and manage workforce towards strategic sustainability objectives
- Developing sustainability measures and analyzing them to report compliance
- Computing the value created with sustainable business practices
- Ability to identify deficiencies and opportunities for better sustainability, produce a roadmap to achieve higher standards, and formulate business cases for their improvement
- Continuous sustainability improvement, in addition to other quality considerations

SBM24041 – Managing Emission Trading and Associated Schemes

Unit Overview

Greenhouse gas emission produced by burning hydrocarbon fuels globally has been identified as a major cause of climate change. By ratifying the Kyoto Protocols of the United Nations the Australian government has committed Australia firmly to policies and practices that reduce greenhouse gas emission. The push to a low carbon economy will have profound impacts on the business practices in Australia and globally. This unit covers an in-depth understanding of low carbon trading schemes and the changes that need to be introduced at both strategic and operational levels. More specifically the unit will focus on:

- Emerging market mechanisms to create commercial value for cutting polluting substances.
- Methods to handle legislated obligations to curtail the concentration of carbon gases in the earth's atmosphere.
- New technologies that target carbon emission reduction; otherwise polluting businesses need to buy pollution permit for the amount of carbon they emit.
- Carbon trading schemes and regulatory mechanisms within and across national boundaries, and management of the complex issues associated with global operations.
- Understanding legislative and technical requirements, analysis of carbon footprints of operations in the organizations, designing and applying pollution abating and mandatory reporting schemes to meet specified requirements.

The unit will cover:

- A sound understanding of definitions and terms of carbon trading
- Theoretical knowledge and practices of carbon market
- Assessing values in supply chain model for green gas emission
- Determining how an organization can generate value from carbon trading scheme
- Raising awareness at a workplace as to how their activities relate to green gas emission
- Providing perspectives to corporate governors and directors on carbon trading
- Assessing operations to reduce their carbon fingerprint
- Identifying possible technologies and practices in a company to reduce carbon emission, and producing business cases to justify them

Credit Points: 6

Aims and Objectives:

- How green gas emission impacts the world, and why it is important to deal with it
- Risks for the corporate: regulatory, physical and business
- Market theory and carbon markets
- Working of carbon markets: supply and demand
- Energy and value chains
- Who and what pollutes the air: power generation, transportation and other industries
- Replacing conventional energy production and consuming technologies with environmental friendly ones
- Buyers in the carbon market; what they buy
- Sellers of the carbon market; what they sell, and how they generate value
- Impacts of carbon trading: water supply, forestry, fisheries, tourism, banking, insurance, etc.
- Perspectives of the voluntary carbon trading: economist, conservationist, policy, investors, retailers, buyers and international and national.
- Standards for carbon trading
- Carbon finance: present status and future prospects

SBM25011 – Business Law and Due Diligence

Unit Overview

This unit of study will cover the fundamental principles behind good management and comparison with legal requirements; legal and statutory view of organizing and managing businesses; understanding of the labor laws and critical success factors for harmonious industrial relations; the law of contracts and its influence on all spheres of business; the intellectual property and commercial law and protection of the IP and commercial rights; the health, safety and environmental protection laws and associated regulations; the personal protection and equal opportunity laws; and finally the common law as it applies to professionals and executives charged with business planning, organizing and management tasks (particularly the general duty of care and liability at tort). The unit will provide an opportunity to review of the principal forms of organizations, potential liabilities associated with their operation, principles of due diligence and coverage of risks via indemnity provisions or self insurance. As seen, a sound understanding of the business law and principles of due diligence is pivotal to effective governance, planning, decision making, collaboration and all other activities that an organization may undertake during its existence.

The unit will cover:

- Ability to work with the corporations laws and in particular in terms of design of organization units, assignment of responsibilities and authority, maintenance of records and provision of due diligence
- Ability to work with the labor and industrial relations laws and in particular in terms of design of operations, hiring of labor and personnel, workplace agreements etc.
- Ability to work with the contracts laws and in particular in terms of the terms for partnerships, procurement, association with others, etc. and how these impact the organization design and its policies, processes, systems and records
- Ability to work with the intellectual property and commercial licensing laws and associated regulations, including demonstration of competency to protect the IP rights of the organization, observe laws in relation to the IP held by others and generally design and manage businesses in full accord with the relevant laws and regulations

Credit Points: 6

Aims and Objectives:

- Gain a good appreciation of the fundamental principles of the business law and institutions that are charged with their implementation
- Know how to work with legal documents and systems
- Develop a sound understanding of:
 - the corporations laws and associated regulations
 - the industrial relations laws and associated regulations
 - the contracts laws and associated regulations
 - the IP and commercial licensing laws and associated regulations
 - the OH&S and environmental protection laws and associated regulations
 - the personal protection and anti-discrimination laws
 - the common law and how it affects individual and corporate responsibilities for civil wrongs
- Know how to apply the above to a case organization in a given jurisdiction and learn to manage legal and statutory requirements
- Develop a keen understanding of legal trends and the risks associated with the changing nature of laws and systematic management of the same (e.g. trends to increased liabilities in terms of both personal and corporate, civil and criminal and the trends to self management in lieu of regulations and compliance)

SBM25021 – Business Audit

Unit Overview

This unit of study covers systematic, disciplined auditing of organizational units. Auditing has become an important function within the corporate governance area to identify financial risks in a timely fashion with objective indicators showing how an organization is performing, and to point out opportunities to add value and improve operations. It also serves as an assurance mechanism to catch any fraudulent acts and misuse of business processes. The unit starts with a review of needs and foundations of auditing function, and establishes links with good corporate governance as a tool for monitoring and managing risks. Then, it proceeds to promote auditing as a consultancy service in various areas within a business unit. It explains the principles and guidelines for an effective audit strategy, planning and execution. It also addresses other side issues, like people aspects, and means for quality improvement and retaining organizational knowledge. This unit explores the capabilities and approaches needed for performing business auditing, and helps students gain associated competencies. It covers:

- Fundamentals of auditing: systematic methodology and analysis of business functions, highlighting deficiencies and problems, recommendations for improvement
- Role of audits in Enterprise Risk Management (ERM), corporate governance and management control of operations
- Forms of auditing: operational effectiveness, financial reporting, compliance with laws and standards, investigating fraud, valuation of assets, etc.
- Guidelines to conduct an audit: plan, communicate, identify, describe, report problems and risks, and develop improvements plans and their follow-up
- Auditing standards, internal

The unit will cover:

- Familiarity with the terms and terminology in audits
- Ability to perform audits in different forms and purposes:
- Initiating, planning and execution of audits
- Basic project management capability to plan and execute audits
- Reporting audit results and recommendations
- Identifying, assessing and quantifying risks
- Developing risk mitigation
- Following-up audit outcomes and recommendations and their completion
- Relating auditing to a higher level organizational management and governance
- Ability to use Enterprise Risk Management system and apply its policies organization-wide

Credit Points: 6

Aims and Objectives:

- Auditing as a risk assessment and management mechanism
- Auditing as a quality improvement process
- Auditing as a means of feedback to corporate governance, and management control
- Prevention of frauds, detecting procedure, process and policy failures
- Control of contracts, obligations, commitments and agreements
- Different forms of audits
- Managing audits as projects
- Planning and execution of an audit
- Reports for audit outcomes
- Issues and associated risks from an audit
- Quantification of identified risks in an audit
- Basic risk management
- Monitor and follow-up of an audit
- Holistic view of business audit: Enterprise Risk Management

SBM25031 – Corporate Governance

Unit Overview

This unit of study focuses on organization governance including the respective theories, principles and practices. The importance of corporate governance has become clearer than ever before with huge corporate collapses, like Enron, Lehman Brothers and WorldCom. Frauds and abuse of practices and laws that were intended to serve good purposes have led to wealth destruction of billions of dollars, loss of hundreds of thousands of jobs, criminal investigation of executive managers and directors with ripple effects around the world. Regulatory moves are in hand internationally to improve corporate governance. Poor governance constitutes a significant risk to all organizations. The ultimate aim is to create long-term and sustainable value to the stakeholders, including shareholders, employees and the society at large.

Credit Points: 6

Aims and Objectives:

- Corporation as an entity: evolution of corporations
- Purpose of a corporation
- Corporate ownership: individual shareholders, families, funds (public, private and hedge)
- Separation of ownership and control
- Constitution of board: internal, external, independent, executive and non-executive directors
- Board duties and accountabilities
- Board meetings: frequency, agenda, decision making, implementation
- Relationship between board and management
- Monitoring and managing performance of executives
- Agency and stewardship theory
- Auditing compliance with rules, regulations and policies
- Compensation of the board and executives
- Corporate governance around the world

The unit will cover:

- Understanding of corporate as entity: social, complex and adaptive structure with a purpose
- Determining criteria for measuring performance
- Monitoring performance, evaluating corporate direction and controlling management
- Ability to use audits an organization for compliance and risk management
- Ability consider influences and to balance interests in a corporation
- Ethical and legal decision making, and integrity of actions
- Ability to look from perspectives of different stakeholders in a corporate: employees, owners, managers, sustainability and society.
- Developing criteria for director and executive compensations
- Developing criteria to assign directors in a board
- Ability to interpret and comply with regulating laws of corporate governance

Our Expert Lecturers and Professors

Selected Faculty List

Title	Given Name	Family Name	Qualifications
Prof.	Ali	Jaafari	ME, MSc, PhD, CPEng, FIEAust
Dr.	John	Woollett	PhD, MSc, BBld, BA
Dr.	Andre	Smit	BA, BSocSc, PhD
Dr.	Stuart	Carr	PhD, BEng, MBA
Dr.	Venkatesh	Mahadevan	PhD, MEng, BEng, GradCertEd
Dr.	Cedric	Spencer	PhD, LLB, BA
Dr.	Amela	Peric	DPM, MComp, MBIT, Cert IV
Adj Prof.	Ted	Tooher	BE/BSc, MPM
Dr.	Paul	Adams	PhD, BA (Hons 1)
Dr.	Bizhan	Jamshidnezhad	PhD, MSc, BS (Ind. Eng)
Dr.	Louis J.	Taborda	PhD, GradDipEd, GradDipCS, BSc
Dr.	W. T. (Bill)	Dunbar	PhD, BA (Hons 1)
Dr.	Leanda	Care	PhD, MBA, P.Dip.M, BA (Hons), A.Mus.A
Dr.	Ian	Horgan	PhD, BEng, MBA, PMP, Cert. IV TAA
Dr.	Kin Peng Felix	Hui	PhD, MBA, MS (Eng), BSc (Eng)
Ms.	Dalia	Habil	DBA (in progress), MPhil, BSc, MSc
Mr.	Peter	O'Driscoll	B.Com, Post Grad Dip.Sys.Anal., CPIM
Mr.	Asif	Iqbal	BCom, MCom, MBA, CPA, MAIM, MAMI, MRIAP
Dr.	Kapila	Magedara	PhD, MSc
Mr.	Lesley	Goldmann	CA, ACIS, MCom, BCom
Mr.	Minaal	Sinha	BCom, PG Dip BM, DipFM
Mr.	Nima	Mir Sotoudeh	BSc, MSc, PhD (candidate)
Ms.	Julia	Checchia	PMP, MBA, Mesc, ITIL V3
Ms.	Sheridan	Evans	BA, BEdu, MBA, PhD (candidate)
Mr.	Farhad	Daneshgar	BSc, MSc, PhD
Mr.	Mehul	Somaiya	CA, FCA, B.Com, DCPA (N.C.C.-U.K)
Mr.	Leonard	Robinson	BA, MBA, IIB Member
Mr.	Robert	Salt	BSc, Extensive Executive Training
Mr.	Graham	Firth	BA, MA, Cert Tax Law
Mr.	Mohammad	Mojtahedi	PhD (Candidate), BEng, MEng
Prof.	Sherif	Mohamed	BE, MSc, PhD
Prof.	David	Carmichael	BE (Hons), MSc, PhD
Dr.	Nooshin	Jabiri	BE, MSc, PhD
Dr.	Amid	Bakhtazad	BE, MSc, PhD
Dr.	Cornelia	Veil	BA, MA, PhD
Prof.	Aradeshir	Lohrahsbi	BS, MBA, MS, PhD
Dr.	Ramin	Vatanparast	PhD, MSc, BSc
Dr.	Thomas	Grisham	BE, MBA, PhD
Dr.	David	Grabovac	BA, MBA, PhD
Dr.	Neda	Zamani	BE, PhD
Dr.	Stephen	Whittle	BE, MSc, PhD
Mr	Ian	Kremmer	MBA, BEng (Honours)
Mr	Miles Minter	Shepherd	BSc, QA Dissertation, APMP
Mr.	Patrick	Fernandez	MBA, MEngSc, BEng
Mr.	Mark	van Onna	MSc, MBA

Selected Expert Lecturers and Professors

Professor Aradshir Lohrasbi

BS, MBA, MS, PhD

Current Positions

Educator, Asia Pacific International College

Awards: Certificate of Appreciation for Track Chair for the Midwest Decision

SUMMARY OF MAJOR SKILLS

Professor Aradshir specializes in Production/Operations Management, Service Management, Budgeting & Planning, Linear Programming, Project Management, Simulations, Financial Systems, Inventory, Forecasting, Applications of Operations Research Techniques, Computer Applications and Management Information Systems Design.

He taught graduate and undergraduate courses in Production and Operations Management, Operation Research, Business Policy, Business Decision Making, Statistics, and Manpower Management at Department of Management and Marketing. As Elected Member of the Graduate Faculty he worked intensively with curricula matters dealing with review for AACSB Accreditation. He also coordinated courses in statistics and production and operations management areas.

As first and second reader of Master of Science in Industrial Technology Theses he taught a number of courses at Danville Campus to middle and top-level executives as well as Chanute Air Force Base military personnel at Case Western Reserve University. Professor Aradshir has been involved in a number of on-going research projects, for instance, Six Sigma: leading improvement in the Service Sectors; Development and Implementation of Benchmarking for Industry; and Improving Large Hospital Emergency Department Operations through Application of Queuing Theory.

Professor Aradshir was involved in several consulting and professional activities within recent years at Memorial Medical Center Springfield Illinois as well as for KM2 Consulting Design Group Springfield Illinois. He developed a high-level, zero-base budgeting system for a multi-level, multi-plant, and multi-product corporation. He was also in charge of model development, computer programming and on-line implementation.

Nima Mir Sotoudeh

PhD Candidate, MBA, CGEIT, COBIT, ITIL

Current Positions

Educator Asia Pacific International College

Awards

MBA, CGEIT, COBIT, ITIL

SUMMARY OF MAJOR SKILLS

A resourceful and innovative Lecturer and Business Transformation Consultant Nima has over 10 years academic, consulting and management experience, including teaching, research and academic management roles at Industrial Management Institute, (www.imi.ir), Iran's top postgraduate management institution established 51 years ago to promote the art and science of management. Recognized for teaching excellence based on technical, research and design fundamentals he pioneered application of new (technology-based) teaching methods and e-learning techniques.

Key strengths:

- Highly developed research and teaching capabilities gained in teaching MBA and Master classes, as well as conducting fundamental research in business systems and innovations.
- Demonstrated program management skills, including complete design of a new MBA curriculum (focused on the needs of information technology professionals), management of academic administration and related tasks, etc.
- Have adopted structured methodical approaches to problem-based teaching and learning.
- Highly developed communication and presentation skills.
- Ability to research, gather information and factor in students needs and requirements in formulation of courses and programs.
- Extensive research and senior managerial experience.
- Proven track record for team building by inspiring team commitment and trust.
- Practical real-world experience gained through exposure to organizations and companies with different levels of complexity, yet each posing their own unique challenges.

Dr. Georges Baume

BA, Dip Edu, MSc, MBA, PhD

Current Positions

Educator, Asia Pacific International College; Senior Lecturer, Adelaide Business School at The University of Adelaide

Awards

BA, Dip Edu, MSc, MBA, PhD

SUMMARY OF MAJOR SKILLS

Dr. Georges has extensive experience in graduate management education in Australia, Europe, and Southeast Asia. He has delivered executive management programs and worked as a consultant for a wide variety of clients including: Hyatt International Hotels, Mandarin Oriental International Hotels, the Blue Mountains International Hotel Management School, the South Australian Police Force, the Australian United Fire Union, Australia Post, the Pernod Ricard Group, Orlando Wyndham, David Medlow Chocolates Inc, Mimosas Clinic, Mirabelle Pty Ltd, Sanofi-Synthelabo Inc, Filopur Pty Ltd, Temasek Holding, Eventi International in Malaysia, Riverland Wine Industry Development Council Inc., the Asia Pacific Management Centre and Institute in Singapore and Hong Kong, as well as the Hopkins Training and Education Group in Hong Kong.

Dr. Georges received a number of awards for his excellent teaching achievements such as the University of Adelaide Stephen Cole the Elder Award for Teaching Excellence and Carrick Citation for Outstanding Contribution to Postgraduate Teaching and Student Learning: "For sustained commitment to excellence in the delivery of MBA courses to transnational postgraduate students, resulting in students' growth as confident critical thinkers and decision makers".

Dr. Ramin Vatanparast

PhD, MSc, PSc

Current Positions

Senior Research Manager in Nokia Inc.; Educator Asia Pacific International College

Awards

PhD, MSc, PSc

SUMMARY OF MAJOR SKILLS

Dr. Ramin Vatanparast received his Bachelor and Master Degree in Applied Science in 1991 and 1993 respectively. He started his career as a consulting engineer, responsible for technology marketing, creating strategic planning and working on developing new technology and businesses. He was granted CIMO scholarship from Finnish government to study his doctoral degree in Tampere University of Technology in 1997. During that period he was responsible to coordinate an EU project. He obtained his Doctoral degree in Technology in 2000.

After joining Nokia in June 2000, He started to lead different global and virtual technical projects. Later he had an opportunity to lead a global development program in US, Finland and Japan, working on future mobile devices and services. Currently he is getting his second doctoral degree in field of Strategy and International Business.

He holds a position as Senior Research Manager in Nokia Inc. in Palo Alto, California. He has over 18 technical publications and over 10 articles and presentation in the field of management.

Professor Sherif Mohamed

BSc (Eng), MSc, PhD, CPEng, MIEAust

Current Positions

Board Member and Educator, Asia Pacific International College
Professor, Construction and Project Management, Head of School of Engineering, Griffith University
Research Centre Director, Infrastructure Engineering and Management, Griffith University

Awards

BSc (Eng), MSc, PhD, CPEng, MIEAust

SUMMARY OF MAJOR SKILLS

Prof. Sherif Mohamed is an accomplished educator and experienced consultant with a strong blend of technical and management skills gained through an international background in industry, government and university environments.

At the industry level, he is a chartered professional civil engineer with many years' experience in 'hands-on' project management. He has gained international experience through an application of these skills in many parts of the world. He holds a PhD degree from the University of Southampton (U.K.) and has broad practical experience of facilitating project performance and process improvement projects.

Prof. Mohamed specializes in both the Technical and People aspects of Project Management. Over the years, he has presented over 200 in-house and public Business, Project and Construction Management Programs for major corporations on topics such as Project Management, Performance & Process Improvement, Change Management, International Project Management, Risk Analysis & Management, Project Leadership, Project Management for IT Professionals, and Knowledge Management establishing himself as a well-sought after consultant. These programs proved to be popular to the extent that his client base has extended to both public and private sector organisations in the Middle East, Australia, Hong Kong, Indonesia, Singapore and Malaysia.

Sheridan G. Evans

PhD Candidate, BA, BEdu, MBA

Current Positions

Educator Asia Pacific International College

Awards

BA, BEdu, MBA

SUMMARY OF MAJOR SKILLS

As lecturer at Australian College of Physical Education and Sydney Institute of Business and Technology Ms Sheridan specialized in Business Organisation Principles, Consumer Behaviour, Effective Professional Communication and Human Resource Management. Ms Sheridan was in charge of multiple research projects at Macquarie Graduate School of Management, Macquarie University. She researched technologies that deliver collaborative capabilities for their applicability and use in MGSM onshore and offshore programs. Ms Sheridan also lectured at La Trobe Oxford Brooks University; Central Queensland University - Sydney International Campus and Graduate Accounting and Commerce Centre, Division of Economics and Finance, Macquarie University.

As NSW Training Manager for Chancellor Business College Ms Sheridan was in charge of training the organization. She worked on the establishment of an RTO offering vocational business and training qualifications, developed RTO documentation, quality system, business systems, OHS, staffing, marketing.

Ms Sheridan completed various consulting assignments with Colgate-Palmolive, MGSM: Commonwealth Bank postgraduate diploma program, E-Commerce, E-Technology Strategy & Management of Technology course units. She conducted GDSS sessions for a number of clients for a range of business purposes; risk management, strategy, marketing strategy, team building, and brainstorming.

As Senior Administrative Officer for the Department Chiropractic Macquarie University, she undertook all aspects of tertiary administration, strategic and operational planning, marketing, initiated the development of a Departmental Internet marketing strategy resulting in a doubling of international students, HRM, work redesign, initiated voluntary performance management for staff which supported successful permanency and promotion applications for academics , student & staff grievance handling, achieving Accreditation compliance and quality assurance.

Program Leaders: Dr. Andre Smit, BSS, PhD

Professor Ali Jaafari

ME (Dist), MSc (Dist), PhD (Citation & Award), FIEAust, CPEng

Current Positions: Professor and President, Asia Pacific International College,
Honorary Professor of Project Management, (Formerly Chair Professor and Director of Program) at The University of Sydney

Awards: ME (Dist), MSc (Dist), PhD (Citation & Award), FIEAust, CPEng

SUMMARY OF MAJOR SKILLS

- As a long time international consultant, author, researcher and educator in project, program, business and systems management **Professor Jaafari** has wide expertise and professional experience.
- **Professor Jaafari** has, to-date, authored 190 publications in project, program, organisations and business management. **Professor Jaafari's** current research efforts are focused on strategic project, program and portfolio management, organisation management, innovation and change management, information management systems, TQM and management of risks and liabilities.
- **Professor Jaafari** acts as an expert consultant to industry and governments worldwide. In 1994 he acted as a special consultant on the Productivity Initiative Programme as part of TACIS. PIP was part of TACIS developed by the EU to re-train some 3,500 senior executives selected from Russian businesses, public institutions, government agencies and industry sectors. In April 2004 **Professor Jaafari** gave advice on the Transformation of Military Academies of Taiwan. In 2008 he provided advice to a major Australian organisation on the management of a large infrastructure project. In 2009-2010 he provided advice on a US\$1 billion Urban Transport Project. During 1990-93 **Professor Jaafari** headed Project Management Department in SMEC in Australia. In this role he was involved with multiple projects and programs, including Project Director of Hazardous Waste Transport Project in NSW, Australia. From 1969 to 1982 Professor Jaafari held numerous senior appointments in the UK and the Middle East working on major projects and programs, and advising top level government bodies.
- One of the most significant projects **Professor Jaafari** completed in 2006 was to research the project and program management competency needs of the petrochemical projects industry sector, design a competency standard, framework and associated assessment system, as well as training solutions to raise the competencies of over 5000 managers across 600 firms involved in the design, manufacturing, construction and commissioning of large complex projects in that sector.
- **Professor Jaafari** has conducted courses and seminars for over 4,500 executives, managers and professionals in Australia, Asia and Europe. He specialises in graduate education and professional development, and has developed innovative graduate programs that won numerous Excellence Awards.
- **Professor Jaafari** has been a regular contributor to, and invited speaker at high level international conferences and seminars, including *IPMA World Congresses on Project Management*. Most recently he was the conference co-chair and a keynote speaker of 3rd International Conference on Project Management (ProMAC2006) held in Sydney, 26-29 September 2006. He was the invited keynote speaker at the IPMA International Symposium in Russia, 14-17 February 2007. He was an invited keynote speaker and Conference Co-Chairman of the International Symposium on Project Management, held on 28-30 October 2009 in Bangkok, Thailand. He also chaired Asia Pacific Expert Seminar, held in Sydney on 19-20 November 2010. Professor Jaafari was the Keynote Speaker of the National Project Management Conference (PMOZ2010) incorporating the PMI Australia National PM Conference and ISSEC Conference, held on 23-29 August 2010 in Brisbane, Australia.

Recent Research and Consulting Assignments

Port of Melbourne Corporation, Infrastructure Projects Division

Port of Melbourne is Australia's largest container and general cargo port, handling around 37% of the nation's container trade. More than forty shipping lines, make around 3500 ship calls a year to Melbourne, providing services to ports in all major parts of the world. The port is at the north of Port Phillip Bay. It is serviced by more than 100 nautical miles of shipping channels and fairways between the Port Phillip Heads and the berths on the Yarra River, at Williamstown and Station Pier, Port Melbourne.

In response to the rapid rise in the shipping activities the Port has embarked on a range of infrastructure investments to expand its capacity and meet the current and future challenges faced. The investment portfolio will be realised through a range of new projects and programs on top of an already significant project volume, and the Corporation is anxious to strengthen its project management capabilities accordingly. APIC has been engaged by the Corporation to assist with the assessment of competencies of PM cadre as well as development and implementation of tailored training solutions to address the priority areas.

The assessment utilises the APIC's competency assessment tool (CAT) in which the competencies of each manager is assessed against 156 elements (within 57 units of competencies) that embrace behavioural, project, program, portfolio and organisation management competencies. The Corporation has an impressive team of highly skilled and experienced professional project managers who seek to identify and capitalise on their strengths. The goal is to build up the Corporation's PM capabilities in readiness for the impending rise in the volume of projects.

The participants utilise APIC's Learning and Development Planning tool (L&D Planner) to develop their own personal learning and development plan. APIC will then review all of the L&D Plans with a view in order to design an appropriate and tailored training program which can be delivered flexibly. The PM cadre has access to all APIC resources, tools and facilities. This is an ongoing partnership and a model for industry-academic cooperation. At some point in time when the current capabilities within the Infrastructure Division is properly mapped the whole portfolio will be reviewed vis-à-vis the anticipated work volume and associated challenges.

Aviation Terminal Expansion Project

APIC conducted a major study of the management of a number of projects grouped together as a program of \$330 million in a major airport in Australia. APIC utilised the Project Health Check tool as the basis of this consulting/research assignment and gathered a range of data from all sides involved in the planning, design, procurement and construction of this major program. The projects were designed to expand this national airport's capacity to cater for continuing passenger and freight growth.

APIC team determined that a 360° study was needed and accordingly gathered information from the client team and their advisors, the project management team and the managing contractor team. These results were analysed and compared to shed light on the complexities of this program. Following a detailed analysis of the data, APIC submitted its first report to the client. At the request of the client, APIC provided a host of strategic recommendations for improving the management of the subject projects.

Subsequently at the request of the client APIC delivered a number of workshops to explain the project findings and suggest additional measures to improve the team's performance. APIC was then asked to conduct the project health check every 3 months to monitor the project of the project and the effectiveness of the improvements already implemented. This cooperation demonstrates the value of research-based consulting to industry and it also proves the utility of Project Health Check, particularly in terms of the breadth and depth of assessing managerial performance on a given project/program.

Train the Trainers Project

APIC was awarded a major contract to train 30 highly qualified trainers to MBA (Project and Program Management) level as the second phase of an industry wide program that seeks to enhance the competencies of around 5000 managers across the petrochemical industry sector in a Middle Eastern country. This includes Engineering Firms, EPC Contractors, Consultants, Clients, Vendors and Manufacturers. APIC selected 33 talented young professionals from a pool of 500 applicants through a 3 stage screening process. They have already completed their training programs. The trainers have become leaders and act as agents of change within their own training and educational organisations.

As part of this scheme, it was proposed to set up a National Project Management Training and Certification Centre (PMTCC) as an independent qualifying and certifying body which will rigorously assess and certify managers' competencies for 5 roles. The PMTCC will accredit and monitor the quality of training programs as well as apply competency assessment protocols. Under these protocols, a panel of experts will assess objectively and systematically the application by individual managers. All qualified managers will be registered and required to undertake continuous professional development and periodic re-certification. Rules of tendering and pre-qualification will be modified so as to enable companies to have certified managers in their team in the near future. All the expenses incurred in implementing industry wide training and development programs will be paid for by the government to encourage maximum industry participation.

Shaping National PM Standards

APIC was engaged by the petrochemical industry sector in 2006 to conduct research and develop a National Project Management Competency Standard and Associated Training System for the Petrochemical Projects Sector. This project is the most comprehensive of its kind in the world as it sought to define and apply an integrated system to raise the capabilities of the entire industry sector.

The field research was completed by the end of July 2006. It field studies of a sample of major petrochemical projects as well as the assessment of managerial competencies of 40 managers in five different roles, comprising Senior Projects Executive, Project Director, Project Manager, Project Line Manager and Project Engineer or equivalent positions in all sides of the industry, i.e. Clients, Engineering and Procurement (EP) companies, Management Contracting organisations, Construction contractors (C) and Suppliers (S). APIC mapped and benchmarked the existing competencies of these roles as well as the results of the project field studies to ascertain the maturity of industry sector in general in terms of project conceptualisation, development, design and documentation as well as procurement and construction management performance.

Subsequently APIC applied the findings of the field research to define a PM Standard covering the competencies needed for the roles and developed this into a National Standard for Competency in PM for Petrochemical Projects. At the request of the client APIC developed a 10-year master plan to be applied in 3 stages that entailed training up to 4,500 project management professionals in this sector. This project is a component of a major program to raise the overall industry capabilities, including assessment and further development of project-based management capabilities across industry. The system APIC researched and developed is the most comprehensive of its kind in the world and one that is virtually assured of raising the capabilities and productivity of this industry sector. APIC's competency-based system of training and education has been adopted for training of the managers in this sector.

Recent Training & Workshop Seminars

- Establishing an Effective Project Management Office, Project Management 2012: Findings of the Year. International Project Management Conference, 26-29 September 2011, Organised by Bogdanov Associates, Moscow, Russia
- Project/Program Delivery Systems, 26-29 September 2011, APIC, Sydney
- Venture/Project Economics and Finance, 19-22 September 2011, APIC, Sydney
- Project/Program Quality, Risk and Procurement Management, APIC, Sydney
- Project/Program Scope, Time and Cost Management, 5-8 September 2011, APIC, Sydney
- Professional Development and Ethics, 1-2 September 2011, APIC, Sydney
- Emotional Intelligence Workshop: Assessment and Development of Leadership and Socio-cultural Competencies, 3 August 2011, PMOZ, Novotel, Sydney Brighton Beach
- Professional Competencies for Project, Program, Portfolio and Organisation Management, 3 August 2011, PMOZ, Novotel, Sydney Brighton Beach
- Integration Management in Complex Projects and Programs, 31 July 2011, MAPNA Oil and Gas Division
- Professional Development Planning Workshop, 26-28 July 2011, NOIC
- Modelling and Management of Large Engineering Projects, 25 July 2011, MAPNA Oil and Gas Division
- Professional Development Planning Workshop, 10-11 May 2011, Port of Melbourne Corporation, Melbourne, Australia
- Professional Development Planning Workshop, 5 and 6 March 2011, National Iranian Oil Company, Tehran, Iran
- Professional Development Planning Workshop, 3 and 4 March 2011, Oil Industries Engineering and Construction Company, Niavaran, Tehran, Iran
- Project Diagnostics Workshop, 26 February 2011, Oil Industries Engineering and Construction Company, Niavaran, Tehran, Iran
- Competency-based Human Resources Management and Development in Oil and Hydrocarbon Industries, Training Workshop, 23-24 February 2011, National Iranian Oil Company, Tehran, Iran
- Improving Project and Organisational Performance through Project Diagnostics. Training Workshop, 26-27 January 2011, IIMU Graduate School of Management, Kuala Lumpur, Malaysia
- Professional Development Planning Workshop, 10-11 May 2010, Port of Melbourne Corporation, Melbourne, Australia
- Improving Project and Organisational Performance through Project Diagnostics
29-30 April 2010, Chennai, India
- Project Diagnostics Seminar, Confederation of Real Estate Developers Association of India (CREDAI) Tamil Nadu Chapter Meeting, 26 April 2010
- Processes and Tools for Assessment and Development of Soft Competencies. 25 March Seminar presented to Project Management Tools and Processes Conference. 23-25 March 2010
- Project/program Human Resources, Communication and Integration Management. Centre for Technology Studies (CTS), S University of Technology. 26-28 January 2010
- Project/program Human Resources, Communication and Integration Management. Institute for Training and Research, Mining Industries and Mines (ITRMIM). 23-24 January 2010
- Asia Pacific Expert Seminar, 19-20 November 2009, Sydney, Australia
- The Making of Professional Managers and Leaders:- How to Succeed on the Face of a Fast-Changing World. , 26 October 2009. Asian Institute of Technology, Bangkok, Thailand
- Assessment and Development of Leadership and Socio-cultural Competencies workshop presented as part of the International Symposium on Project Management (ProMAC2009), 28-30 October 2009, Bangkok, Thailand
- Assessment and Development of Leadership and Socio-cultural Competencies workshop, Saudi Arabian postgraduate students at the University of Wollongong, 17 October 2009
- A Journey to Excellence for Project-based Organisations. 15 October 2009. Project Management 2010: Portfolios, Programs and Complex Projects. 13-15 October 2009

Facilities and Resources

APIC's Sydney campus is located in the heart of Sydney close to Central Station. It is a few minutes' walk from Sydney Railway Station and Bus Stops. In addition to being close to major transport routes and within easy reach of the Sydney Airport, APIC's campus is also surrounded by cafes, food courts, banks, parks and shopping malls. It is located within an education zone that includes the campus of various educational institutions. Sydney's Central Business District can be reached by train, bus or taxi in minutes. There are many pleasant parks and open spaces, as well as recreational facilities in the Sydney metropolitan areas.



ONLINE LEARNING SYSTEM

APIC provides access to an integrated Online Learning System (OLS) through which students and staff can access APIC's courseware, e-library, competency assessment tools and other resources. The OLS is a core system of APIC's learning laboratory. Every student is expected to have his/her own laptop. APIC provides wireless access to the Internet in its Sydney Campus free of charge. APIC's IT Systems Manager can be contacted in cases of difficulty in accessing the College's OLS, tools, and other support systems.

LIBRARY SERVICES

APIC provides access to a comprehensive online collection of journals, monographs, reports, magazines, conference papers and scholarly work to support the teaching and learning activities of the College. In addition the College provides a comprehensive set of electronic learning materials in each unit of study, workshop and or short course. APIC recommends purchase of a limited number of textbooks to support student studies.





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