

SECTION 1: ACADEMIC BOARD COURSE PROPOSAL

PART 1: OVERVIEW OF PROPOSAL

Faculty: Engineering

Department/School presenting the proposal: Civil Engineering

Faculty Contact person and/or: William J. O'Toole **Ext. No:** 15997

Academic Proponent **E-mail:** wotoole@usyd.edu.au

Date course approved by Faculty: 29 June 2007

1.1.1. Type of proposal: New

1.1.2. Type of course: Postgraduate Coursework

1.1.3. Name of Award course(s)

Name of **New** Award course/s: Graduate Certificate in Event Project Management

1.1.4. Abbreviated name

GradCertEventProjMan

1.1.5. Date of introduction or deletion

Introduced: Year 2008 Semester 1

1.1.6 Availability to students

Commonwealth supported students	<input type="checkbox"/>	Full-time	<input type="checkbox"/>
		Part-time	<input type="checkbox"/>
Fee-paying local students	<input checked="" type="checkbox"/>	Full-time	<input checked="" type="checkbox"/>
		Part-time	<input checked="" type="checkbox"/>
Fee-paying international students	<input checked="" type="checkbox"/>	Full-time	<input checked="" type="checkbox"/>
		Part-time	<input checked="" type="checkbox"/>
Research Training Scheme	<input type="checkbox"/>	(Postgraduate Research students only)	

SECTION 1 : ACADEMIC BOARD COURSE PROPOSAL

PART 2: DETAILS FOR ASSESSMENT OF PROPOSAL

1.2.1 Purpose of the proposal

To introduce a new award course, the Graduate Certificate in Event Project Management.

The course is designed to meet the needs of our increasingly global society by equipping students with the knowledge, understanding and expertise to live and work within an environment of Event Management. It increases the work horizon of project managers by allowing them to work in the international event and festival sector.

This new subject is an expansion of the current offering within the PMGP Programme and will complement the current offerings: it will be an additional Award at the Graduate Certificate; whilst dovetailing into the higher, existing, Awards of Graduate Diploma in Project Management (where the only change will be Graduates of the GradCert in EPM will not take the current Event Management Elective) and Master of Project Management

1.2.2 Justification for proposal

After a review of a number of initiatives it is proposed that from existing Units of Study (UoS) a Graduate Certificate in Event Project Management be created.

The changes include realignment of balance between content and competency, focussed on Event Management, which is currently an Elective at the Graduate Diploma in Project Management. The competency-based philosophy remains and in many areas it is strengthened as students will have a better 'basic skill' from which to work with.

Core modules for the current *Graduate Certificate of Project Management* will remain the same. These compulsory modules will still feature invigilated examinations. A major shift is the focus on Event Management which will occur in the two remaining UoS needed to achieve this Award.

For those enrolling for the Award *Graduate Certificate in Event Project Management (GradCert in EPM)* the current Event Management Elective will now be moved from the Elective list at Graduate Diploma of Project Management to this Award. One additional 'event management' UoS will be created. Thus the *GradCert in EPM* will not have any 'elective' courses and all four UoS will be compulsory.

The curriculum structure is now realigned with the career levels project managers may follow in the specialist area of managing events, leading to Programme Director.

It is also proposed that once graduates from this Award would then continue their education through the Graduate Diploma in Project Management and then onto the Master of Project Management. The only major difference for these students is that they will not be offered the Elective Event Management at the Diploma level of Award.

The proposed changes are therefore submitted as a natural evolution taking into account the needs of the Event Manager which needs the project management discipline as a foundation, and those of a high-achieving academic, research-led university. The opportunities exposed by such a review and changes at this stage of the maturing cycle, of professional education, is such that *The University of Sydney* now has the ability to lead the world in producing the very best graduates, who will go on to become project and senior executives, able to deliver the most complex strategies, products and organisational change, as well as be better prepared to manage complex events.

1.2.3 Benchmarking, market research and analysis

(i) Benchmarking:

This is a totally unique course and the only impact, positively, is with the existing Project Management Graduate Programme. This subject is not taught inside any course within the university. This has been confirmed by extensive research through faculty websites across The University of Sydney, which has revealed nothing. The proposed Module Leader (lead academic) teaches extensively, globally, and knows of no other post-graduate qualification in this area. The person has written a number of international books which are used in such education.

(ii) Market research and analysis: searches in www.goingtouni.gov.au have not revealed any significant competition as most of these courses are part of other Awards.

(iii) Summary table of competitive offerings to proposed award course:

Institute	Competitive Offering	Additional information
UTS	Grad Cert/Diploma/Master of Management in Even Mgt	This course does focuses on the soft subjects of marketing
Victoria Uni	Master of Business (Event Mgt)	The course focuses on business of events
UQ	Various courses and part degrees (Bachelors)	This course does focuses on the soft subjects of marketing

(iv) Estimated Student Demand

Estimated Student Demand	2008	2009	2010
Commonwealth-supported			
Local fee-paying	10	15	20
International fee-paying	10	15	20
Estimated Total EFTSU	20	30	40
Lowest EFTSU for which course would be run	5	5	5

Estimated Full-time and Part-time Students	2007	2008	2009
Estimated number of Full-time students	5	10	15
Estimated number of Part-time students	15	20	25

Impact on students currently enrolled: none.

Enrolment Quotas:

Will quotas be set for the proposed award course or for any units of study within the award course?

For local fee-paying students

No x

For international fee-paying students

No x

1.2.4 Consultation and External References

This is a totally unique course and the only impact, positively, is with the existing *Project Management Graduate Programme*. This subject is not taught inside any course within the university. This has been confirmed by extensive research through faculty websites across *The University of Sydney*, which has revealed nothing. The proposed Module Leader (lead academic) teaches extensively, globally, and knows of no other post-graduate qualification in this area.

During a number of meetings with the Dean of Economics and Business he has shown interest in this course as being art of the PMGP offering.

Consultees	Date of consultation	Method of consultation	Type of supporting evidence provided
Peter Wolnizer	7 th June 2006	In general discussion and attention was drawn to new programme in the PMI-SSR provided for both to read.	Project Management Graduate Institute Self-Study Report for Accreditation of the programme.
David Henscher	7 th June 2006		

1.2.5 Course structure

Award Course	Length of candidature (years)	Type of Enrolment	
		Full-time	Part-time
Graduate Certificate in Event Project Management	Minimum	0.5	1.0
	Maximum	1.0	3.0

The changes outlined below are directed to ensure that the *Project Management Graduate Programme (PMGP)* *will* improve delivery of this internationally recognised educational programme; with the aim for students at *Graduate Certificate* level, gaining qualifications that will more than satisfy requirements of various professional event management bodies. This is based on meeting nine competency requirements articulated in the *Event Management Body of Knowledge (EMBoK)*.

(b) Minimum credit points required for completion of qualification: 24 credit points.

The subjects are:

1. Quantitative methods in Project Management 6cp
2. Qualitative Methods in Project Management 6cp
3. Event Management 1 6cp
4. Event Management 2 6cp

(c) Mode of delivery: Online x
Please provide justification Continuation of the success of the PMGP. The subjects can be delivered in full time mode or part time mode. The following breakdown is proposed for the Graduate Certificate:

Full time

Semester 1	Semester 2
Quantitative methods in Project Management	Quantitative methods in Project Management
Qualitative Methods in Project Management	Qualitative Methods in Project Management
Event Management 1	Event Management 1

Event Management 2	Event Management 2
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Part time

Semester 1	Semester 2
Quantitative methods in Project Management	Event Management 1
Qualitative Methods in Project Management	Event Management 2

- (d) Does the course involve clinical or industrial placement/experience?
Preferred
Experience is preferred and it is anticipated that the majority (as does PMGP) of students are already working in this industry.

In the past when this has been an elective subject in PMGP students have worked on actual events located by Mr. Bill O'Toole the Module Leader.

- (e) Please indicate what processes are in place to guarantee the quality of academic staffing, available resources for teaching and provision of adequate curriculum delivery, assessment and authentication of student work.

See above – the management of the programme will be the same as that of the PMGP: Module Leaders, Practice Leaders; and Academic Leaders; Online Vivas will be virtual F-2-F and will be Pass or Fail (not marked) with the Tutors.

1.2.6 Assessment procedures

Proposed Assessment Regime	Proportion of assessment regime (%)	Use of external assessors/examiners (Yes/No) (if yes, please provide details)
Examination		Yes – Professor David Young – University of Melbourne
Core PM UoS (2)	Exam 50% Group Assignments 25% Individual Assignments 25% Viva: Pass-or-Fail	
Event Mgt Subjects (2)	Group Assignments 50% Individual Assignments 50% Viva: Pass-or-Fail	
	Fail Viva, Fail Course	

Please provide justification Implements academic rigour-same as for PMGP

There will be two compulsory examinations (three hours each), one at the end of each of the *Quantitative* and *Qualitative Units of Study in Project Management* Units of Study, as they are with the current PMGP arrangements.

The two *Event Management* Units of Study will use the Elective formula for obtaining marks. Below is an extract from the current PMGP Student handbook, which will be used for the *Graduate Certificate in Event Project Management*.

Completions of all four Units of Study will if the student is successful in obtaining at least the pass marks will be awarded the Graduate Certificate in Event Project Management. Additional study within the existing PMGP will, if successful, award the

student a Graduate Diploma in Project Management and then further study to a Master of Project Management.

See above. Students of the compulsory Event Management courses will be assessed mainly via completion and submission of assignments under continuous supervision, in stages, as well as interviews, in person or via the Internet, where feasible. The assessment process is continuous and based on both the quality of submission requested under each activity of the relevant course Units of Study as well as the reflective report of the extent of learning achieved. Students of the fundamental and core Units of Study will all have to sit formal examinations.

1.2.7 Student workload

The workloads will be similar to the existing PMGP where there is a blend of online tutorials, reading of prescribed content and research. This together with the compulsory groups each student works in the total hours of work for each 6-Credit Point Unit of Study is between 100-120 hours.

(a)

Expected Workload	Total Time Expected (per credit point)
Group Work	3 Hrs/wk
Tutorials	2 Hrs/wk
Independent study	2 Hrs/wk
Reading and work for assessment	3 Hrs/wk
Others (please specify):	See above

- (b) Provide an indication of how the academic course load including the weight given to any dissertation component compare with other similar course loads in the faculty/college/university
See above marking schema
- (c) What load for HECS and student load purposes should be given to each of the constituent parts or units making up the award course?

1.2.8 Attributes of graduates

After a review of a number of initiatives it is proposed that from existing Units of Study (UoS) a Graduate Certificate in Event Project Management be created.

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The curriculum structure is now realigned with the career levels project managers may follow in the specialist area of project managing events, leading to Programme Director.

The proposal is a natural evolution taking into account the needs of the Event Manager which needs the project management discipline as a foundation, and those of a high-achieving academic, research-led university. The opportunities exposed by such a review and changes at this stage of the maturing cycle, of professional education, is such that *The University of Sydney* now has the ability to lead the world in producing the very best graduates, who will go on to become project and senior executives, able to deliver the most complex strategies, products and organisational change, as well as be better prepared to manage complex events.

1.2.9 Transitional arrangements (for continuing students only)

Not applicable as this is a new degree being introduced in 2008. Current students in the Master or Graduate Diploma of Project Management will not be able to transition into the Graduate Certificate of Event Management.

1.2.10 Course administration

Course to be administered by the following Faculty: Engineering

- (a) Is there **shared teaching** with other Faculties?
No
- (b) Basis for the above allocation between faculties:
- (c) Combined degree – inter-faculty arrangements:
- (d) Is the proposed award course part of a **con-joint venture** with another institution?
No

1.2.11 Resolutions

- (a) Are there changes to the list of Degrees, Diplomas and Certificates conferred by your Faculty, as listed in the **Resolutions of the Senate** available in the **University Calendar**?
Yes *If yes, please complete Appendix 2.*
- (b) Will there be new Resolutions or changes to the existing **Resolutions of the Senate** for the proposed Coursework award course?
Yes *If yes, please complete Appendix 3.*
- (c) Will there be new Resolutions or changes to the existing **Faculty Resolutions** for the proposed award course?
Yes *If yes, please complete Appendix 4.*
- (d) Will there be changes to the academic dress due to the introduction of the proposed new award course?
No

1.2.12 Quality assurance arrangements and plans

The general philosophy of this new course of study is directed at addressing the needs of the Customer's Customer, and what they are looking for, in a *Grad Cert in Event Project Management* Graduate. The entire professional education experience will drive the pace and intensity of learning.

Student learning materials (baseline information, notes, slides, *et cetera.*) will be accessible on-line Library materials in electronic format will have greater prominence.

In all Units of Study (except the Dissertation should the graduate proceed to the *MPM*) students will be working as syndicates/learning teams and collaborating with one another over the Internet. Where required, assignments are delivered collectively via the Internet, with coordination of tasks and quality of deliverables a shared responsibility. This ensures a high level of interaction.

An External Examiner will help in achieving a higher QA standard as he does now within the structure of the PMGP.

There are virtual meetings as well as e-mail access, linking lecturers and students.³ In addition, there will be a FAQ (frequently asked questions) site, an electronic notice board, a chat-room and other Internet facilities to allow communication and syndication of students, where warranted.

A process of feedback and continuous improvement will be built into the system, so that as soon as a given student completes a Unit of Study his or her views are captured and acted upon to improve the quality. There will be particular emphasis on making sure that the Units of Study remain relevant, effective and efficient.

Unit of Study Management – a single course module will be managed as with the PMGP. It negates the current major weaknesses of no single-point of subject responsibility, no succession-planning and limited scalability.

There will be, for each UoS, a *Module Leader (ML)*, who will have the single-point responsibility to ensure subject content and delivery of the curriculum is of a high-standard and is updated regularly. This person is very likely to be an *SME* and an academic member of *The University of Sydney*; they will be directly accountable to the *Director* of the *PMGP*. Their primary role is to select the *Academic* and *Practice Convenors*. The *Academic Leader* (an academic subject matter expert who may also be the *ML*) will ensure academic content is produced, readings identified in line with the structure produced by the *Director* of *PMGP* and *ML*. This person will resolve academic issues and management.

The *Practice Leader* (a practitioner from industry) will add the practical competency component to the course. S/he will work with the *Academic Leader* to ensure that theoretical content supports the practical nature of the course.

Both the *Academic* and *Practice Leaders* will have responsibility for selecting/managing the module *QA* criteria and continually monitoring the delivery. The *ML* will be responsible for the overall running of the module.

The *ML*, with the *Academic* and *Practice Leaders* (or possibly *ML/Academic Leader* with the *Practice Leader*) will be responsible for appointing an adequate number of Tutors to run, on a day-to-day basis, the delivery and marking associated with the module teaching. Tutors will be a mixture of academics and practitioners.

NOTE: Nearly all of the above practices have been already developed and implemented, successfully, for the current *MPM* programme

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PART 3: RESOURCE IMPLICATIONS

1.3.1 Estimated Student Numbers for next three years of the award course

Estimated Student Demand	2008	2009	2010
Estimated Student Numbers	20	30	40
Estimated EFTSU			

1.3.2 Availability of teaching and support staff

(a) Availability of academic and support staff to deliver the proposed award course:

There will be no impact on existing staff as the new course will be run by adjuncts from within the industry. The main *Module Leaders (ML)* will be William O'Toole. Where possible *Tutors* will be determined by the *ML* and will be a joint responsibility of the *PMGP Director* and *ML*.

(b) Strengths of the department/school/faculty:

World-class expert (Mr William [Bill] O'Toole, in the field of Event Management (sits on various international Event Management Standards Panels, written/co-authored a number of books on the subject, consulted to State and Federal Governments; teaches 'internationally' in various locations).

1.3.3 Availability of teaching space, and other required facilities

Not Applicable – 100% online

1.3.4 Availability of Library Resources

None: Online resources of the Library will be used – as it is with the PMGP.

1.3.5 Availability of IT and other Equipment

(a) Computer Technology:

WebCT LMS

(b) Other Equipment:

WebCams and microphones/speakers

1.3.6 Timetabling arrangements

Not applicable

The proposed award course will be offered in the following teaching period:
standard x

APPROVALS

Nominated Faculty Officer

Dean of Faculty (or Delegate)

Appendix 1

Assessment

The PMGP adheres to the University of Sydney's Assessment and Examination policy, <http://policy.rms.usyd.edu.au/000007f.pdf>. This outlines the principles guiding the assessment of all coursework, at all levels at the university as well as the rights and responsibilities of all stakeholders. We encourage all students to read this policy before starting the course.

Grades

GRADE	OVERALL	DEMONSTRATES
PASS	<ul style="list-style-type: none"> ○ Denotes a satisfactory achievement of specified objectives. ○ Work is mainly descriptive rather than analytical or argumentative. 	<ul style="list-style-type: none"> ○ Basic grasp of factual content, theories and issues. ○ Basic knowledge of fundamental concepts, and/or ○ Performance of basic skills.
CREDIT	<ul style="list-style-type: none"> ○ Denotes a work of predominately good quality for all specified objectives. ○ Appropriate level of communication and argument. 	<ul style="list-style-type: none"> ○ Sound understanding of fundamental concepts, theories and issues. ○ An ability to use and apply fundamental concepts that goes beyond mere replication of content and knowledge. Showing understanding of key ideas and awareness of their relevance. ○ Skills that can be used autonomously and developed independently. ○ An ability to use language competently as a vehicle for comprehension and communication of concepts.
DISTINCTION	<ul style="list-style-type: none"> ○ Denotes work of superior quality on all specified objectives. ○ Evidence of wider reading and knowledge. ○ Produces writing of a high literacy standard (structure, style and referencing). 	<ul style="list-style-type: none"> ○ Understanding of a broad area of knowledge as an integrated whole and an ability to recognise the significance of an individual argument to an existing theoretical or abstract debate. ○ An ability to articulate coherent integrated analyses of ideas and theories and to recognise the links and relationships between them. ○ An ability to adapt and apply ideas to new situations, and to invent and evaluate new ideas.
HIGH DISTINCTION	<ul style="list-style-type: none"> ○ Denotes work of exceptional quality on all specified objectives that can be demonstrated by criticism, logical argument, interpretation of materials or use of methodology. ○ Thought provoking work. 	<ul style="list-style-type: none"> ○ Clear potential to produce original ideas, based on sound, specialised knowledge that challenge and extend terms of debate. ○ High level of critical analysis and mastery of material. ○ Evidence of wide, systematic and creative information retrieval.

Overall grades are given for each module in the three PMGP award courses. These are based on performance in assignments during the course of the module and largely on how well students do in the Viva presentations. The final mark given to students is out of 100%.

The grades are:

- Pass P 50-64%
- Credit C 65-74%
- Distinction D 75-84%
- High Distinction HD 85-100%

The PMGP uses the grade descriptions of The Teaching and Learning Committee of the Faculty of Arts as a guideline. These are used because of the inter-disciplinary nature of Project Management and because of the high level of lateral thinking required to achieve good project management skills.

Grades are based on the following:

Marking Guide

The marking guide is used to mark all assignments and the formula is used to determine your final grade.

Guidelines for marking assignments

Reasoning/logic/structuring (40%)

1. Introduction	
Excellent/very good	Introduction provides a clear outline of the scope of the review.
Satisfactory	Introduction rambles and the scope is not clearly defined.
Needs more/much more work	Launches into the review with little or no attempt to introduce or explain the objectives.
2. Logical development	
Excellent/very good	Information presented in a logical manner with issues and ideas clearly stated.
Satisfactory	Could be better organised.
Needs more/much more work	Theme isn't clear, connection between articles is not indicated.
3. Understanding and insight	
Excellent/very good	Good understanding of the issues and presented with insight into their significance.
Satisfactory	Sound comprehension of basic issues and ideas about the topic.
Needs more/ much more work	Derivative, over-reliance on material copied/paraphrased from other articles.
4. Relevance	
Excellent/very good	All material included was relevant to the task.
Satisfactory	Some irrelevant or repetitive material.
Needs more/much more work	Too much irrelevant and/or repetitive material.
5. Use of literature	
Excellent/very good	Evidence of wide reading of relevant literature. Referenced correctly and appropriately cited and listed.
Satisfactory	Evidence of reading of relevant literature. References not always cited or listed.
Needs more/much more work	Little evidence of supportive reading. Inadequate understanding of issues. Very few or no references in text. Unsatisfactory bibliography.

6. Length	
Excellent/very good	Length appropriate.
Satisfactory	
Needs more/much more work	Too long or too brief.
7. Conclusions	
Excellent/very good	Draws together the various issues
Satisfactory	Brief and formalised conclusion
Needs more/much more work	Writing ends abruptly and/or simply rephrases the introduction.
8. Overall presentation	
Excellent/very good	Well presented. Appropriate format and easy to understand.
Satisfactory	Satisfactory presentation, understandable.
Needs more/much more work	Untidy and careless presentation, difficult to understand.

Content (60%)

Literature Review

- Clear definition of the research problem based on literature.
- Identifying the trends, conflicts in theory, evidence and conclusions in the existing literature relating to the research problem.
- Comprehensive and in-depth coverage of the major contributions of significant studies and articles to the body of knowledge under review with a focus on the research problem.
- Critical assessment of the literature by identifying the major contributions of the studies and pointing out major methodological flaws or gaps in research, inconsistencies in theory and findings, and areas or issues that need further study.

Case

- Relevance of case information in tackling the research/consulting problems.
- The persuasiveness of the case in identifying problems or supporting theoretical frameworks.
- The consistency of the evidence presented.
- The rigour demonstrated in collecting case data.

Implementation plan

- The degree to which problems are identified through contrasting the case with theory.
- The rigour demonstrated in analysing case data.
- The degree to which the proposed solutions are based on theory and empirical evidence.
- The degree to which the implementation plan addresses most of the critical issues necessary for enabling effective organisational change.
- The degree to which the planned change process can be controlled and outcome measured.
- The extent to which the implementation plan is realistic.

Penalties

Plagiarism and other academic dishonesty (see 'Academic Honesty') can result in you being failed the module and, depending on the severity, possible suspension or expulsion from the University.

How your overall mark for a module is governed:

Core Units of Study (modules)

Assessment: 50% of your Final Mark will come from the formal 3-hour examination
50% will be based on results gained in case study assignments, quizzes, the Final

Report and your participation.

Note: all students must pass an oral Viva examination to pass the course.

Learning Mode: Team work only

Compulsory Subject Units of Study (modules)

Assessment: 100% of your Final Mark will be based on results gained in case study assignments and quizzes, the Final Report and course participation.

Note: all students must pass an oral Viva examination to complete and pass the course.

Learning Mode: Team work with individual reports

There are three major reports used to assess students and determine their final marks. These are:

Reflective Learning Report (RLR)

This is a report that all individual students are required to complete. It is a self assessment of how a student has been learning, what you feel you have learnt, what level of competency you have reached, with a justification for this assessment, and whether you feel there is room for further improvement.

Peer Competency Assessment (PCA)

This is similar to the Reflective Learning Report but is completed by your team-mates in the module and addresses how they feel you have progressed through the course and your involvement (or not) in team activities.

Self Assessment Test (SAT)

This is the test done during the online PDP to determine your areas of competency (which takes into account past practical experience and how it may have been improved by academic study) and areas you need to work on. It forms the basis of your PDP and also your reasoning in each of your Reflective Learning Reports so you can assess your new competency level.

Feedback from Module Leaders / Tutors

Feedback for assignments – feedback from the module leader / tutor marking your assignment will be received within 1 to 2 weeks (maximum).

Feedback for questions submitted in WebCT – an answer or feedback to questions sent to your module leader / tutor in the WebCT environment will be received within 1 to 2 days (maximum).

Late Work

All assignments are due by 17.00 Australian Eastern Standard Time (AEST). Students who hand in their work late without seeking an extension, see 'Extensions', or have not been granted Special Consideration, see 'Special Consideration', will receive a penalty of minus 10% per day for the days that the assignment is late. If work has not been handed in by the time the course module leader / tutor hands back the marked assignment, a mandatory score of '0' is recorded, without exception.

CREDITS

Only credits from other Master Degree courses, and some specific professional courses of study, will be considered at the *GradCertEPM* Award, up to a maximum of two *UoS*. All *GradCertEPM* students *must* take both Event Management Electives.

All students *must* take the *Advanced and Master Knowledge in Project Management* Units of Study at *GradDipPM* and *MPM*, respectively if they progress to take those two Awards.

A credit for *Quantitative Methods in Project Management* will be awarded to students who have achieved an approved professional qualification, such as *PMP (PMI's Project Management Professional)*.

A credit for *Qualitative Methods in Event Management* will be awarded to students who have attended and successfully completed all three Thomsett Master Class Events and have three years project management experience.

AWARDING OF INTERIM AWARDS

Currently students who enrol for a *GradCertPM* can receive an 'award' for that achievement and then continue with enrolling for a higher Award, i.e., *MPM*, and also receive an 'award' for the *GradDipPM*, having completed a further two *UoS*. A further two *UoS* would enable the student to be awarded a *MPM*.

The ability to collect 'interim' Awards, including the proposed *GradCertEPM* which are 'credits' for higher levels of study, in the same programme, will continue.

It is proposed, that where a student does not continue to study for the higher Award, this time-period should not exceed two years.

In summary we want graduate students of the *GradCertEPM* to articulate to the *GradDipPM* and the *MPM*; this then enables two *GradCert* channels of entry into the Award programme which could lead, provided the student meets the proper criteria, to a *MPM*.

SECTION 1 – APPENDIX 2: RESOLUTIONS OF THE SENATE (DEGREES, DIPLOMAS AND CERTIFICATES)

Resolutions of the Senate relating to degrees, diplomas and certificates

Resolutions of the Senate

Degrees, diplomas and certificates in the Faculty of Engineering and Information Technologies

The Resolutions of the Senate relating to degrees, diplomas and certificates in the Faculty of Engineering and Information Technologies (p 229 *Calendar 2007*) are amended, with effect from 1 January 2008, as follows (additions indicated by underlined, deletions indicated by strikethrough):

3. The certificates in the Faculty of Engineering shall be:
 - (a) Graduate Certificate in Automation in Field Robotics (GradCertAFR)
 - (b) Graduate Certificate in Electrical Energy Systems (GradCertElecEnergySyst)
 - (c) Graduate Certificate in Event Project Management
 - (~~e~~) Graduate Certificate in Greenhouse Gas Mitigation (GradCertGHGMit)
 - (~~d~~) Graduate Certificate in Integrated Systems (GradCertIntegSystems)
 - (~~e~~) Graduate Certificate in Photonics (GradCertPhotonics)
 - (~~f~~) Graduate Certificate in Project Management (GradCertPM)
 - (~~g~~) Graduate Certificate in Signal Processing (GradCertSigProc)
 - (~~h~~) Graduate Certificate in Technology Commercialisation (GradCertTechComm)
 - (~~i~~) Graduate Certificate in Wireless Communications (GradCerWirelessComms)
 - (~~j~~) Graduate Certificate of Engineering Studies (GradCert)

SECTION 1 – APPENDIX 3: RESOLUTIONS OF THE SENATE (COURSEWORK AWARD COURSES)

Course Title: GRADUATE CERTIFICATE IN EVENT PROJECT MANAGEMENT

1. Requirements for the Graduate Certificate in Event Project Management

1.1 To qualify for the award of the Graduate Certificate in Event Project Management a student must:

1.1.1 complete successfully units of study giving credit for a total of 24 credit points; and

1.1.2 satisfy the requirements of all other relevant By-Laws, Rules and Resolutions of the University.

SECTION 1 – APPENDIX 4: RESOLUTIONS OF THE FACULTY

Course title: GRADUATE CERTIFICATE IN EVENT PROJECT MANAGEMENT

Section 1

1. Admission

- 1.1 Admission to candidature for the Graduate Certificate in Event Project Management may be granted:
 - 1.1.1 to an applicant who has completed the requirements for a degree of bachelor of the University of Sydney; or
 - 1.1.2 to a graduate of another university or tertiary institution; or
 - 1.1.3 to any applicant who furnishes evidence which satisfies the Faculty that the person is qualified to enter upon the prescribed units of study in the subject matter of the Graduate Certificate.

2. Units of study

- 2.1 Specify units of study for the, including:
 - 2.1.1 Quantitative Methods in Project Management – PMGT 6867
 - 2.1.2 Qualitative Methods in Project Management PMGT 6868
 - 2.1.3 Event Management 1 (based on Event Management Elective in current PMGP)
 - 2.1.4 Event Management 2 (new Unit of Study)
- 2.2 each unit of study will have a credit point value of six;
- 2.3 there are no corequisites/prerequisites/assumed learning/assumed knowledge required for this degree
- 2.4 there are no special conditions for this degree.

3. Requirements for the Graduate Certificate in Event Project Management

- 3.1 Prescribe requirements for award of the [award course] including:
 - 3.1.1 credit points (total required as specified in Resolutions of the Senate for the award course); 24
 - 3.1.2 definition of a major and/or a minor sequence (if required) in terms of credit points and levels; Event Management and
 - 3.1.3 the required distribution of credit points across levels and subject areas, any major and minor sequences and any core units required. Equal
 - 3.2 Specify progression requirements (if appropriate).
Automatic to Graduate Diploma in Project Management (if no 1st Degree must obtain average 65%+ of if student has 1st Degree, a pass in all four UoS within GradCert in EV)
 - 3.3 Specify conditions for enrolment in units of study not in table.
As per PMGP
- ##### 4. Specially designated streams
- 4.1 Specify criteria for admission and course requirements for specially designated streams.
As per PMGP and paragraphs 3.1.3 and 3.1.4 above

Section 2

- 1. **Details of units of study**
See attachments

All other Faculty resolutions for the Graduate Certificate in Event Project Management will be the same as the Project Management Graduate Programme located in the Faculty Handbook on pages 121 to 124.

SECTION 1 – APPENDIX 5: LIBRARY IMPACT STATEMENT

I have examined the Library needs related to the proposal and certify that existing Library holdings, staffing, services and accommodation are, or will be, **adequate/ inadequate** to cover the demands that are inherent in it.

(If there are any concerns about library holdings, please address these.)

.....
for the University Librarian

.....
Date

Already approved by Library(the original was sent to Mark Smith with previous course proposal)

Further comments:

Holdings:

Services/Staffing:

SECTION 2: FEE REVIEW AND FEE SETTING

Faculty: Engineering

Department/School presenting the proposal: School of Civil Engineering

Faculty Contact person and/or: Eric Van Wijk Ext. No: 15673

Academic Proponent Assoc.Prof Chris Stevens E-mail:
C.Stevens@pmgp.usyd.edu.au

2.1.1 Type of proposal: New

2.1.2 Type of course: Postgraduate Coursework

2.1.3 Name of Award course(s)

Name of New Award course: Graduate Certificate in Event Project Management

2.1.4 Abbreviated name

GradCertEventProjMan

2.1.5 Date of introduction or deletion

Introduced: Year 2007 Semester 1

2.1.6 Fee review and Fee-setting

(b) Fees for Postgraduate award course:

Postgraduate award course	Current Fees (per 1 EFTSU per annum)		Proposed Increase (%)		Proposed Fees (per 1 EFTSU per annum)	
	Local students	International students	Local	Int'l	Local students	International students
GradCert in EPM	10,560	11,118.32				

As per PMGP

PROPOSED BY: William J. O'Toole

Nominated Faculty Officer Dean of Faculty (or Delegate) PVC (College)

APPROVAL:

Deputy Vice-Chancellor (International) / Vice-Chancellor

SECTION 3: COURSE INFORMATION FORM AND MARKETING PLAN

PART 1: COURSE INFORMATION FOR FLEXSIS

SEE ATTACHED MARKETING PLAN

Faculty: Engineering

Department/School presenting the proposal: School of Civil Engineering

Faculty Contact person and/or: Eric Van Wijk **Ext. No:** 15673

Academic Proponent Assoc.Prof Chris Stevens **E-mail:**

C.Stevens@pmgp.usyd.edu.au

3.1.1 Type of proposal: New

3.1.2 Type of course: Postgraduate Coursework

3.1.3 Name of Award course(s)

Name of **New** Award course: Graduate Certificate in Event Project Management

3.1.4 Abbreviated name

GradCertEventProjMan

3.1.3 Date of introduction or deletion

Introduced: Year 2007 Semester 1

3.1.4 Course Code

Course Code of Existing Award Course for amendment or deletion:

3.1.5 CRICOS Code

CRICOS Code of Existing Award Course for amendment or deletion:

3.1.6 Short degree description (e.g. for the UAC Guide):

GradCertEV

The Graduate Certificate in Event Project Management provides the student with the necessary knowledge and skills to enter the event industry. The event industry in Australia is diverse and complex. Its complete worth has not been estimated. However, according to the National Business Events Study in 2003, the business event sector spent \$17.3 billion in one year. This represents only one part of an industry that includes sports events such as the Grand Prix and the Olympics, *festivals* such as the Adelaide festival, *exhibitions*, *celebrations* such as New Years Eve in Sydney, *sports events* such as the Sydney Marathon and the Asian Games and innumerable *community events*. For such an important industry, the training and education in this area is inadequate. The GradCertEPM fills this gap.

3.1.7 Full degree description (e.g. for Faculty handbook):

Graduate Certificate in Event Project Management

The Graduate Certificate in Event Project Management provides the student with the necessary knowledge and skills to enter the event industry. The event industry in Australia is diverse and complex. Its complete worth has not been estimated. However, according to the National Business Events Study in 2003, the business event sector spent \$17.3 billion in one year. This represents only one part of an industry that includes sports events such as the Grand Prix and the Olympics, *festivals* such as the Adelaide festival, *exhibitions*, *celebrations* such as New Years Eve in Sydney, *sports events* such as the Sydney Marathon and the

Asian Games and innumerable *community events*. For such an important industry, the training and education in this area is inadequate. The GradCertEPM fills this gap.

All four Units of Study for this Award are compulsory and are delivered online. Two are the Core Units of Study from the Graduate Certificate in Project Management and allow the students to gain a critical foundation on Project Management; this being based on the Project Management Institute's Guide to the Project Management Body of Knowledge (PMBOK). The two specific Event Management Units of Study can either be taken in one or separate Semesters (Event Management 1 taken first if taken separately) and cover all aspects of running both simple and complex events. Much of these courses are built around developing and delivering the management infrastructure to run events successfully and in an increasingly regulatory and litigious environment, where good management and governance are critical for a successful outcome.

3.1.8 Level of Award:

Graduate Certificate x

3.1.9 Is this an Honours course? No x

3.1.10 If the proposal is for a new award course, please indicate if the new course is the result of new resolutions for an existing course? No x

3.1.11 Name of award that will be conferred upon completion of course:

Graduate Certificate in Event Project Management

3.1.12 If the proposal is for a new award course, please indicate which category the proposed course should be allocated to according to the DEST Field of Education and Discipline Area (available from the Courses and Fees Toolkit on the Academic and International website):

DEST Field of Education 080315

DEST Discipline Area

3.1.13 Credit points required for the Award: 24

3.1.14 Location/ Campus for Student Attendance:

please specify Online

3.1.15 Are students enrolling in the proposed award course subject to:

Criminal Record Check Yes No x

Prohibited Employment Declaration Yes No x

Health Records & Privacy Yes No x

Information Declaration

3.1.16 Prohibitions:

As per PMGP

A graduate of the Graduate Certificate in Event Project Management will not be allowed to take the Event Management Elective (PMGT5885) should they wish to continue with their studies in the PMGP Graduate Diploma in Project Management.

3.1.17 Articulation Pathway (if applicable):

Answered above – successful students can migrate to Graduate Diploma in Project Management and/or Master of Project Management

Course(s) to which this course articulates		Credit given in articulating course
Code	Name	

	Graduate Diploma in Project Management	18 CP
	Master of Project Management	18CP

3.1.18 Units of Study offered in proposed award course:

(a). Existing units of study

UoS Code	UoS Name	Core / Elective	Session Offered	Course Year Offered
PMGT 6867	Quantitative Methods in PM	Core	All	2006+
PMGT 6868	Qualitative Methods in PM	Core	All	2006+

(b). New units of study

UoS Code	UoS Name	Core / Elective	Faculty	Australian Standard Classification Education (ASCED) Code	Session & Campus Offered	Credit Points
PMGT6881	Event Management 1	Core	Civil	080315	All/Online	6
PMGT6882	Event Management 2	Core	Civil	080315	All/Online	6

SECTION 3 : COURSE INFORMATION FORM AND MARKETING PLAN

PART 2: COURSE INFORMATION FOR UNIVERSITY'S UNDERGRADUATE AND POSTGRADUATE COURSE DATABASE (FOR MARKETING PURPOSES)

3.2.1 UAC Code: (Undergraduate courses only)

3.2.2 CRICOS Code:

3.2.3 Career Opportunities: Many – in Event Management

3.2.4 Areas of study: Event Management

3.2.5 Assumed Knowledge: None

3.2.6 Minimum education requirements:

Bachelor degree (pass) X
Bachelor (hons) X
Mature background X
Relevant employment experience X

Additional information:

3.2.7 If the proposal is for a Postgraduate award course, please indicate the course method:

Coursework X

3.2.8 UAI (for UG only): N/A

3.2.9 Additional admission selection criteria:

3.2.10 If the course is offered to international students please complete the following:

UAI International (for international students only): (Undergraduate courses only)
Other international student entry requirements: English Requirements as per USyd policy for Engineering

3.2.11 If the proposal is for a Postgraduate award course, please indicate the application closing date:

For local students, closing date for applications is One week before Semester start

For international students, closing date for applications is One week before Semester start

3.2.12 Will mid-semester intake be available for:

Commonwealth Supported students	Yes	x	No	<input type="checkbox"/>
Local fee-paying students	Yes	x	No	<input type="checkbox"/>
International fee-paying students	Yes	x	No	<input type="checkbox"/>

SECTION 3 : COURSE INFORMATION FORM AND MARKETING PLAN

PART 3: MARKETING PLAN

3.3.1 Marketing plan and strategy

As per PMGP – see Appendix Five.

APPROVALS

Nominated Faculty Officer

Dean of Faculty (or Delegate)

SECTION 4: INTERNATIONAL STUDENT ADMINISTRATION REQUIREMENTS

Faculty: Engineering

Department/School presenting the proposal: School of Civil Engineering

Faculty Contact person and/or: Eric Van Wijk **Ext. No:** 15673

Academic Proponent Assoc.Prof Chris Stevens **E-mail:**
C.Stevens@pmgp.usyd.edu.au

4.1.1 Type of proposal: New x

4.1.2 Type of course: Postgraduate Coursework x

4.1.3 Name of Award course(s)

Name of **New** Award course: Graduate Certificate in Event Project Management

4.1.4 Abbreviated name

GradCertEventProjMan

4.1.5 Date of introduction or deletion

Introduced: Year 2007 Semester 1

4.1.6 Course Code

Course Code of Existing Award Course for amendment or deletion:

4.1.7 CRICOS Code

CRICOS Code of Existing Award Course for amendment or deletion:

4.1.8 Marketing plan and strategy

As per PMGP and agents in China, Hong Kong, Taiwan and USA

4.1.9 Availability of Course

Will international students be able to enrol full-time?

Yes No

4.1.10 Mode of Study

Will international students be able to study the proposed course in "face-to-face" mode for at least 75% of the time each semester?

Yes No

4.1.11 Incidental (Ancillary) Fees

Will the proposed course incur any compulsory costs other than tuition fees and compulsory subscriptions?

Yes If yes please indicate the amount

No

4.1.10 Commencement Semester

Indicate whether entry to the course is possible in each semester.

SEM1 ONLY SEM1or 2 SEM2 ONLY

If entry is permissible in Semester 2, please indicate whether subject choice will be restricted and whether the duration of the course will necessarily increase?

4.1.11 English Language Requirements

Will the minimum English language requirement for the proposed course differ from the usual requirements (i.e. overall IELTS score of 6.5 with a minimum of 6.0 in each

band)?

No Unless by discretion of the Dean

APPROVALS

.....
Dean or delegate

The Proposed Course is suitable for CRICOS registration and International Office processing.

.....
Director International Office

SECTION 5: PLANNING SUPPORT OFFICE

Faculty: Engineering

Department/School presenting the proposal: School of Civil Engineering

Faculty Contact person and/or: Eric Van Wijk **Ext. No:** 15673

Academic Proponent Assoc.Prof Chris Stevens **E-mail:**
C.Stevens@pmgp.usyd.edu.au

5.1.1 Type of proposal: New

5.1.2 Type of course: Postgraduate Coursework

5.1.3 Name of Award course(s)

Name of **New** Award course: Graduate Certificate in Event Project Management

5.1.4 Abbreviated name

GradCertEventProjMan

5.1.5 Date of introduction or deletion

Introduced: Year 2007 Semester 1

5.1.6 Estimated percentage distribution of load across departments in one or more faculties:

Faculty	Department	Estimated percentage of load
Engineering	Civil Engineering	100

5.1.7 Number of semesters required to complete the course in minimum time one

5.1.8 Estimated Student Enrolments (i.e. Head Count)

Estimated Student Enrolments		2007	2008	2009
Commonwealth-supported	Full-time			
	Part-time			
Local fee-paying	Full-time			
	Part-time			
International fee-paying	Full-time			
	Part-time			
Total Student Enrolments		20	30	40

5.1.9 For undergraduate degrees only, please indicate the expected 'carry-on' rate from one academic year to the next.

e.g. the number of students in first year in year 'n' expected to re-enrol in second year in year 'n+1'.

5.1.10 IMPORTANT The University operates within a fixed target for Commonwealth Supported load. Any new course proposals which include intakes of Commonwealth Supported (HECS) students must be accompanied by an indication of a corresponding reduction in the HECS intake to another degree of similar duration offered within the same Faculty.
Details of proposed reduction:

APPROVALS

Nominated Faculty Officer

Dean of Faculty or delegate

PMGT 6881 Event Management 1

Credit Points: 6 credit points

Coordinator: Mr William J. O'Toole
wotoole@mail.usyd.edu.au

Prerequisite: Nil.

Classes: Internet based: Equivalent two hours tutorial, three hours group work, two hours Independent Study and three hours of other reading/research for assessment in the form of Group and Individual submissions; per week.

Objectives: The unit of study is designed to provide an understanding of the management of events and the application of the project management methodology to events and festivals. The tools and techniques of marketing, such as SWOT analysis, BCG and Ansoff matrix are introduced to enable the creation of the event asset and its success. Event program planning, site design, staging and logistics are covered and investigated through application to a current major event. Stakeholder management, cost-benefit analysis and decision optimisation are applied to the event planning. The risk management methodology is emphasised and applied to the uncertain and complex event planning and implementation environment.

Outcomes: Students will be able to assist in the development of the event plan including the development of the marketing plan, project plan, logistics plan, site design and program. They will be able to integrate all the plans under the overall framework of the event plan using the tools of project management. The students will be able to make decisions under the constraint of the deadline and within the complex and often uncertain event management environment. They will also be able to work with the event stakeholders to choose a suitable event site, and be able to design the site to the requirements of the various stakeholders.

Syllabus summary: Event logistics, marketing, site selection and design, staging, funding, team and volunteer management, deadline management.

Assessment: Group Assignments 50% Individual Assignments 50% Viva: Pass-or-Fail (Fail Viva, Fail Course)

Text Book:

Allen, J, O'Toole, W, McDonnell, I, & Harris, R 2005, Festival and Special Event Management, 3rd ed., John Wiley and sons, Brisbane.

Reference Books:

Silvers, J 2004, Professional Event Coordination, John Wiley, New York

O'Toole, W & Mikolaitis, P 2002, Corporate Event Project Management, John Wiley, New York.

Getz, D, Event Management & Event Tourism 2nd Ed. Cognizant Communication, New York

PMGT 6882 Event Management 2

Credit Points: 6 credit points

Coordinator: Mr William J. O'Toole
wotoole@mail.usyd.edu.au

Prerequisite: EM 1

Classes: Internet based: Equivalent two hours tutorial, three hours group work, two hours Independent Study and three hours of other reading/research for assessment in the form of Group and Individual submissions; per week

Objectives: The unit of study is designed to provide an understanding of the processes involved in the management of events from a project management and business perspective. It relates the event project to the business and social objectives for the event. Events as part of company and government strategic portfolio management are studied. Event Risk, Marketing and Logistics are studied for large events and with regard to strategic decisions and event feasibility. The unit is based on the knowledge of EM 1

Outcomes: Students will be able to understand events and festivals within the larger context of business and government. The student will be able to make strategic decisions concerning the portfolio management of events. They will be able to undertake a feasibility study for proposed events and festivals. They will be able to construct a management system and decision criteria for strategic planning

Syllabus summary: Promotion, event concepts, feasibility, event promotion, risks, team leadership and delegation, entrepreneuring, event finance and funding, types of events, portfolio of events, strategic development.

Assessment: Group Assignments 50% Individual Assignments 50% Viva: Pass-or-Fail (Fail Viva, Fail Course)

Text Book:

Allen, J, O'Toole, W, McDonnell, I, & Harris, R 2005, Festival and Special Event Management, 3rd ed., John Wiley and sons, Brisbane.

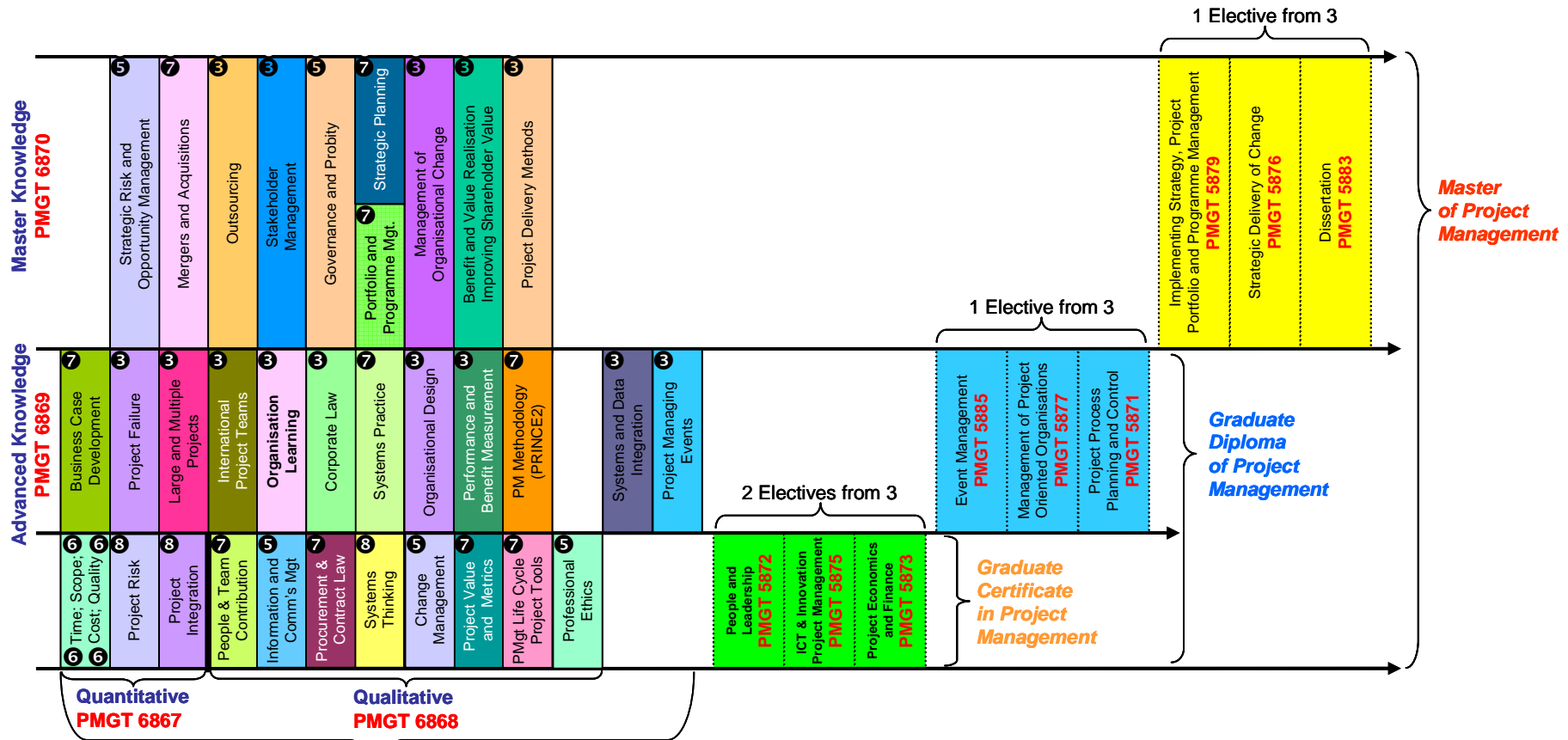
Reference Books:

Silvers, J 2004, Professional Event Coordination, John Wiley, New York

O'Toole, W & Mikolaitis, P 2002, Corporate Event Project Management, John Wiley, New York.

Getz, D, 2006 Event Management & Event Tourism 2nd Ed. Cognizant Communication, New York

PMGP Structure of Core Learning – Subjects within Fundamental Modules



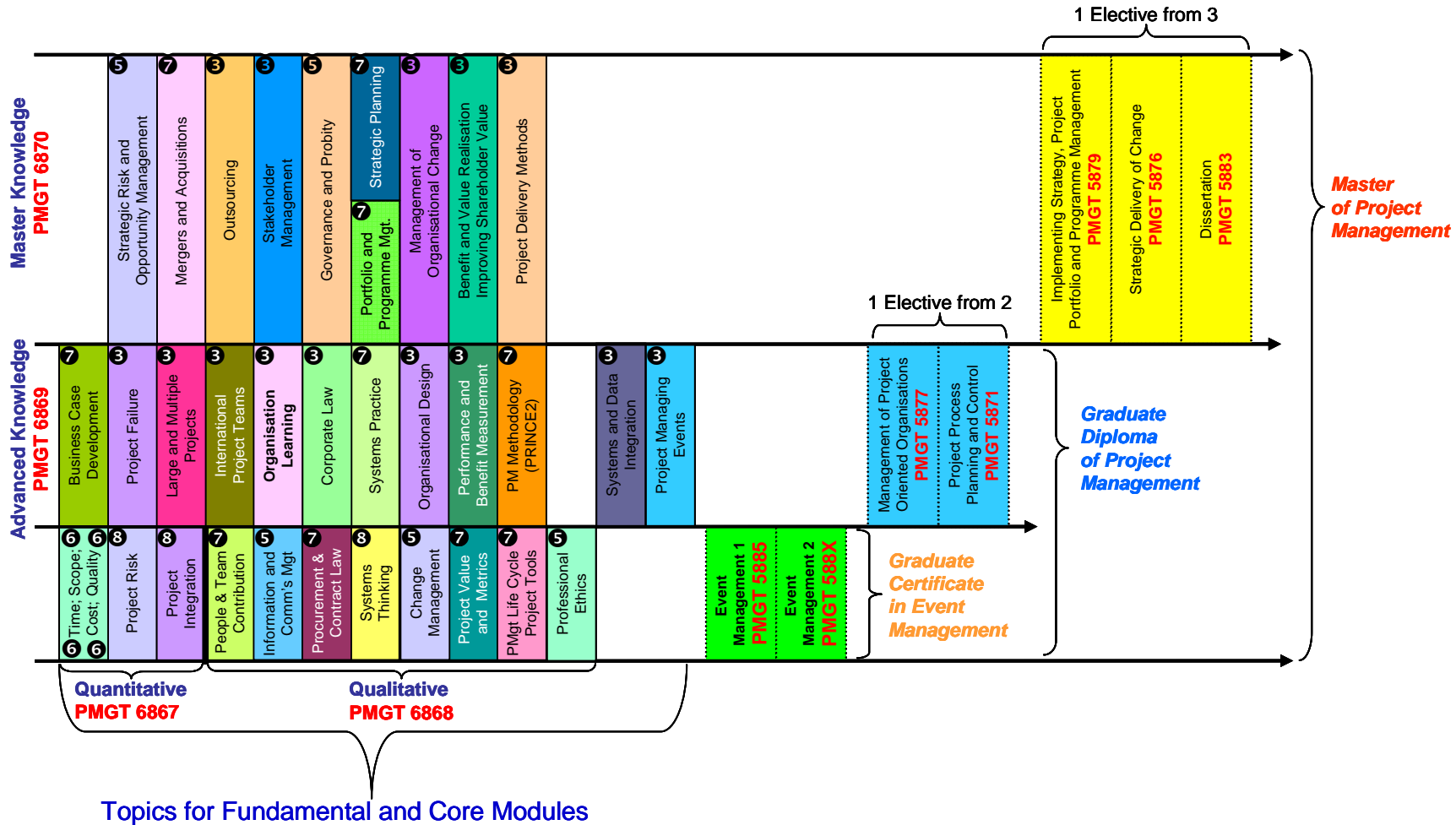
Topics for Fundamental and Core Modules

Graduate Certificate in Project Management – in **two** fundamental modules (Quantitative and Qualitative Methods in Project Management)

Graduate Diploma in Project Management – in **one** core module (Advanced Knowledge in Project Management)

Master in Project Management – in **one** core module (Master Knowledge in Project Management)

PMGP Structure of Core Learning – Changes include Graduate Certificate in Event Management



Graduate Certificate in Event Management – in **two** fundamental modules (Quantitative and Qualitative Methods in Project Management)
 Graduate Diploma in Project Management – in **one** core module (Advanced Knowledge in Project Management)
 Master in Project Management – in **one** core module (Master Knowledge in Project Management)



Appendix Five
Marketing Plan

Project Management Graduate Programme

Event Management Marketing Plan and Issues

Table with 2 columns: (name), (title)

Contents

Main table of contents listing sections like Project Management Graduate Programme, Executive Summary, Description of the Institution, etc., with page numbers.



Executive Summary

Description of the Institution

The University of Sydney

The University of Sydney is Australia's first University (founded in 1852 after an act in State Parliament) and is largely regarded as Australia's premiere tertiary institution. It enjoys an excellent reputation both locally and internationally as a research intensive institution with a commitment to excellence in all areas of its operations. The university is a member of two highly prestigious international organizations; The Group of Eight (The top research intensive Universities in the country) and The Association of Pacific Rim Universities (APRU). APRU includes University members from Japan, China; North America with the only other Australian university in the group is the ANU. The teaching staff comprise of academics who teach both undergraduate and postgraduate courses.

Project Management Graduate Programme

The Project Management Graduate Programme (PMGP) was founded in 1999 having been passed through The University of Sydney Senate. It is currently positioned in the Department of Civil Engineering, Faculty of Engineering. Its aim is to provide high-level, comprehensive postgraduate education to professional Project and Programme Managers via flexible on-line delivery. The current Head of the Programme is Associate Professor Chris Stevens

Mission Statement of the PMGP

MISSION, OBJECTIVE AND VALUES

Preamble: Australia has a world-wide reputation for delivering major projects well. Many examples, including the Sydney 2000 Olympic Games, have become global references for excellence in project delivery. Australia's ability to 'fight above its weight' has become its hallmark for innovation and delivery dynamism. *The Project Management Graduate Programme at The University of Sydney* is another example of Australia's excellence in innovative academic and professional education.

This Programme, now in its sixth year, has been internationally acclaimed with two PMI Awards acknowledging it as a pre-eminent education for the professional project manager.

The post-graduate courses offered are primarily on-line, in a learning environment specifically tailored for this mode of delivery. This enables project managers to study anywhere in the world – the sun never sets on this global campus. This innovative, competency-directed Programme is founded on extensive research and combines both academic rigor and practical application.

The Programme aims to be the foundation for establishing the world's first Graduate School of Project Management.

MISSION

EXCELLING IN EDUCATING PROFESSIONAL PROJECT MANAGERS

OBJECTIVES

- To provide pre-eminent education for students and organisations in professional project management.
- To deliver competency-directed learning programmes, courses and seminars, primarily on-line, available anywhere in the world.
- To ensure that teaching is research driven and competency-directed.
- To develop professional leadership and innovative practice in Project management.

VALUES

- Provide a fair and equitable environment for research and learning.
- Treat staff, students and peers as we would ourselves like to be treated.
- Practice good governance, manage risk well, protect and enhance *The University of Sydney* 'Brand'.
- Be prepared to change, so that we will improve our Values.



The other goal of the PMGP is to provide the underlying, cutting-edge research enabling current practitioners to maintain a high level of effectiveness and which underscores the high level of our educational programmes.

Products and services

The current major products of the PMGP are as follows:

1. **Formal University Postgraduate Award.** Our courses are offered at the high-end of the market as is to be expected from an Institution with the reputation of The University of Sydney and with such a strong emphasis on academic excellence. The following Formal Award courses are offered:
 - **Graduate Certificate in Event Project Management.** This is achieved after a student has completed and passed 24 credit points (4 Units of Study) of study in the form of two core subjects (Qualitative and Quantitative Methods in PM) and two from three elective subjects
COST: Australian Students: AUD10,560
International Students: AUD12,096
 - **Graduate Diploma in Project Management.** This is achieved after a student has completed and passed 36 credit points (6 Units of Study) of study in the form of three core subjects (Qualitative and Quantitative Methods in PM, Advanced Knowledge in PM) and three from six elective subjects
COST: Australian Students: AUD15,840
International Students: AUD18,144
 - **Master of Project Management.** This is achieved after a student has completed and passed 48 credit points (8 Units of Study) of study in the form of three core subjects (Qualitative and Quantitative Methods in PM, Advanced Knowledge in PM, and Master Knowledge in PM) and four from nine elective subjects (one being a Dissertation based project).
COST: Australian Students: AUD21,120
International Students: AUD24,192

Note the Electives are set at specific levels of Award.

In comparison to traditional models of education which require formal face-to-face classes each week these courses are offered in a flexible on-line format which allows students to better timetable their study around their work needs, study from anywhere in the world and at anytime. Different to other distance education courses the on-line environment provides a facility for students to meet and discuss their work more frequently and with greater ease. The format of the courses also enables our programme to be truly global in the sense that students are not split into pockets at so-called 'satellite' locations.

A critical feature of the PMGP is that all study must be done in groups and across multiple time-zones.

2. **Professional and Continuing Education Development in the form of Non-Award Courses:**
 - **Individual Unit of Study.** For students who do not wish to achieve a formal University qualification (GradCert, GradDip, and MPM) we also offer the opportunity for students to take individual Unit of Study as continuing professional development courses. People who wish to study like this take the Unit of Study along with our Formal Award students and in the same manner but receive only a Departmental Certificate of Completion along with their grade. For full descriptions "of the content of each module please refer to our website at: www.pmgp.usyd.edu.au and click on the "more information" link.
COST: AUD2,640 per Unit of Study



This product is also targeted at the high-end of the market where people desire a more comprehensive mix of academic and in-practice competency than is afforded by the short courses provided by TAFE or corporate education providers such as **the thomsett group**.

- Professional Development Planning (PDP). This is an online feature designed to evaluate participants current competencies and to contrast these with their target (needed or aspired) competencies and is currently offered at the start of each semester. At the end of the PDP participants should have:
 - Obtained a realistic view of where they are in terms of their current competencies;
 - Identified personal needs;
 - Identified outside influences such as employer's needs and business trends;
 - Developed a personal mission statement;
 - Evaluated alternative strategies and selected and optimum (including the value of time investment needed); and
 - Established a plan to fulfil missing competencies (scope, programme, a budget, resources, etc.)

This can be done taking into account only the participant's current career and personal development goals or can also take into consideration the company/organizational goals of the participant's employer.

This PDP is targeted at the mid- to high-range level of the market place (those people seeking perceived high-level training from academic institutions) and could be considered to be in competition with corporate education providers. The perceived advantage of completing a PDP through the PMGP is that there is a higher level of academic quality and research than would be found in other similar products. The PDP is also designed to feed into the degrees/Unit of Study that the PMGP offer and is compulsory for all of our Formal Award students.

COST: Free of Charge to students enrolled on the PMGP

- Introduction afternoon This is half-day intensive, face-to-face workshop that ties into the core understanding of the courses and the facilities available to the student.. The workshop is also designed to engender high level debate about the competency model employed and its relevance to professional development in this field.

COST: Free of Charge to students enrolled on the PMGP

Financial Feasibility

Currently the PMGP is in a holding pattern with projected enrolments for 2006 budgeted to deliver a less than break-even only income. There are some fears that recent interactions with our overseas distributors could mean that enrolments fall under those projected in which case the PMGP will be facing a loss for 2006 and will be forced to dip into its cash reserves (currently standing at AUD400,000) to pay staff and fund any further marketing. If the marketing plan is unsuccessful in its aims then we could see an even further down-turn in the market share of the PMGP resulting in further losses. However it is interesting to note how the original PMOP was able to make money and provide a healthy surplus:

It should be noted that this model for funding was not encouraged, but explains how the surplus was made and the programme made money:



- Most fees paid direct to PMOP with no Income Top-Slice;
- Other fees (HECS, International Office) where top-sliced, but probably represented less than 20% of income.
- Salaries for permanent staff paid out of university overheads;
- Travel paid out of university overheads (with some small exceptions);
- Low or zero English requirements;
- Non-Award enrolment encouraged until final Unit of Study was required to be completed and the seven 'non-Award' units given as Credit;
- No Fee Differential between Australian and International Students (this supported the 'pile it high, sell it cheap, philosophy of the previous Director of PMOP);
- Overheads where paid out of departmental and other funds (including research funds);
- Lack of quality overheads (External Examiner and examinations) reduced expenditure.

The Sefton Report identified some of these issues and the new Director of PMGP was required to take a 'quality, higher price, and product). This overhead has had to be borne by the programme's 50% income, after the university's 50% Income Top-Slice.

The Master Class Week concept was introduced in 2004 as primarily a market differentiator and additional 'education' for the PMGP student. It provided the catalyst for a student network to be formed and for them to visit the campus at least once during their study.

This offering was the 'Jewel in the Crown' and a central part of the revised PMGP. The *Master Class Week* (MCW) was originally planned to cost \$4,000, with accommodation, but a 'hybrid' model was eventually conceived and proposed – the costs for the MCW has been reduced to \$2,000 after Income Top Slice, and it was proposed that this cost would be included across all Units of Study (\$500 each) this would have kept the total cost of an MPM to the student the same as that when the MCW was an additional cost (approximately \$25,000) – the main difference being that it would have been sans-accommodation and would have allowed outsiders to participate in some of the daily events to subsidise the overall cost). Unfortunately the university is insistent that there is a high fee-differential for international students which takes their MPM fees to nearly AUD30,000 and this is unacceptably too high – AUD25,000 is about right, if it includes a week on the university campus, sans travel and accommodation.

Fees still remain competitive against competition in Australia and internationally, sans-MCW for international students, see above and below

The Master Class Week (MCW) was primarily conceived to ensure that:

1. Students from disparate parts of the world can have the experience of at least one working visit to the university campus;
2. it provides an opportunity for students who had never met each other before to 'network' in a face-to-face working environment;
3. it provides a week of activities which can be changed easily to meet student needs without any academic recourse;
4. it adds a practical component to an otherwise academic/virtual/simulated professional development environment – reinforces the criteria industry are looking for – see Appendix 2;
5. it provides an opportunity for all Master of Project Management (MPM) students to sit at least one set of exams invigilated on campus;
6. it enables the Strategic Advisory Panel to meet and interact with students (soon to be graduates) of PMGP and *vice-versa*;
7. it provides a marketing opportunity for non-award enrolees to participate in activities (parts of the MCW could be offered to non-award enrolees as a two-day professional course) and gain first hand the views of those who have studied on the course; and
8. it adds a lasting and positive conclusion for PMGP Graduates.

The pricing for overseas students is a significant issue as these are seen as too high to be competitive. There are no additional resources for overseas students and therefore they see the price differential as unfair.



The University of Sydney



Current competition fees are as in the following table:



COST OF OTHER SIMILAR QUALITY DEGREE AWARD COURSES (2006 FEES) (Currency conversion as of 17 th September, 2005)			
UNIVERSITY	COUNTRY	COST IN HOME CURRENCY	COST IN AUSTRALIAN DOLLARS
University of Queensland	Australia	—	\$15,060
Curtin	Australia	—	\$15,600
Western Carolina	USA	USD16,390	\$21,764
University of Sydney (PMGP)	Australia	Fees Charged in 2005 \$22,176 (Aust); to be returned in 2006 to 2004 fee \$24,192 (Int); to be returned in 2006 to 2004 fee	\$21,120 (Aust); \$25,120 with MCW \$23,040 (Int); \$27,040 with MCW
University of Technology, Sydney	Australia	—	\$23,999.76
Lancaster	England	GBP10,500	\$24,666
Leeds	England	GBP11,400	\$26,780
Linköping	Sweden	SEK200,000	\$33,942
Lille Graduate School of Management, Paris	France	EUR21,450	\$34,413
University of Texas	USA	USD32,500 (plus USD10,000 to convert to MBA)	\$43,156 (\$56,434)

Strategic Focus and Plan

Mission/Vision of the PMGP Marketing Plan

The mission of the PMGP marketing plan is to create a framework for the continued and sustainable promotion of the Programme in the market place and to set clear and achievable objectives in the short term as well as providing strategic direction for the longer term. The PMGP primary goal is to gain a greater market-share of students in both the high-level academic market (formal award courses) and in the mid-level market (corporate education market). It aims to do this by increasing the visibility of the Programme through brand-name recognition and better integrated marketing strategies. The largest problem facing the Programme currently is the lack of a coherent, if any, profile in the market place. In order to remedy this PMGP marketing plan emphasizes the need for immediate action rather than longer term strategic planning. In other words we must get our name and image out there which calls for effective and expedient marketing which is not necessarily expensive.

Objectives of the Marketing Plan

The objectives of the PMGP marketing plan for are as follows:

- To increase student enrolments for 2006 and beyond by 10 – 20%
- Increase visibility of the PMGP and to be seen as a leading exponent of excellent learning models and technologies both within The University of Sydney and externally.
- Create and send out information packs to potential students and agents
- Through increased visibility to increase enquiries about PMGP either by phone or through the website by up to 30% by the end of 2006
- To tie activities such as Student Information evenings each semester into other University marketing activities such as group ads in print media
- To deliver a significant revenue to stream to the university
- To increase internal awareness of the PMGP within the university in order to effectively influence the formation of University policy and procedure with respect to on-line learning activities and programmes.
- To become a viable competitor in the International marketplace, particularly in Asia
- To expand into the Executive Short Course market place
- To become the pre-eminent provider of e-learning programmes in Project Management both locally and internationally

Again it must be emphasized that activities which can be undertaken quickly to kick start the marketing should be considered the highest priority. It is also recommended that short runs of any marketing material be produced. This may cost a little extra in the long run in terms of production but will mean that any of the projected changes to the format of the Programme and its staff can be integrated expediently into any material thus reducing the risks of client disinformation regarding our activities which has hitherto been one of our greatest weaknesses.

Competitive Environment

The PMGP currently operates for the most part in the high-end academic degree market place. Due to the nature of our educational delivery model (on-line) we are competing in the international market place for students. We are, however, specifically targeting the Asian and Australian marketplace at this time. The PMGP is also operating to a lesser extent in the corporate market place (workshops, non-award Unit of Study) but this is only within Australia at the moment. The three distinct markets are outlined below.

Australia

There are currently several high profile Universities offering postgraduate degrees in Project Management within the Australian market although we are the only fully on-line course available. These include:

1. University of Technology Sydney: Certificate, Diploma, Masters. Learning style: combination on-line, traditional distance (hard format) education and face-to-face
2. ANU GradCert, Masters in Management specializing in Project Management. Learning style face-to-face;
3. University of New England Partnerships: Certificate IV, Diploma and Advanced Diploma. Learning style: distance education face-to-face PMI Registered Education Providers
4. University of Adelaide: Certificate, Diploma, Masters. Learning style: Face-to-face, distance education (satellite campuses in most major cities).

5. Curtin University: Certificate, Diploma Masters, Doctorate. Learning style: combination on-line traditional distance (hard format education and face-to-face). PMI Registered Education Providers.

Our major competition will come from those Universities which provide on-line or similar educational models or who teach face-to-face within NSW. Australian students tend to favour universities from their home state where possible. International students will often choose universities based on prestige and locality so The University of Sydney is well positioned in this market as a brand name.

See Fee Structure Table above.

Asia

Over the last five years there has been a rapid increase in the criticality of Project Management around the world. This is especially true in China. This is largely due to the strong hold that the China Ministry of Education and they now currently recognize approximately 80 degree courses in PM. This means that students have an incentive to complete formal award courses above basic certification courses as their investment will start to yield much in terms of promotion and wage increase (where the students are seeking qualification without company sponsorship). Our major international competitors in this market place are currently US based institutions which have a direct affiliation with a certification institute such as PMI and/or who are in partnership with local universities. Above them are private management training institutions, such as BMMTEC, who prepare students for and conduct certification tests.

Corporate

Currently the PMGP is only offering its corporate style products (workshops and the chance for students to complete individual Unit of Study on a pro-rata basis as non-award students) in the Australian market place and most specifically within NSW. Our placement in this market is very weak and our major competitors are corporate education providers and management schools such as:

- the thomsett group
- Quest Group Australia – whose past clients have included Telstra and the Commonwealth Bank.
- UTS –short management courses.
- Australian Graduate School of Management – short management courses

The latter are the only current University backed providers and represent our major competition in the market place from the perspective of University branding.

The winning of the PMI Professional Development Product of the Year Award, 2004, and the PMI Professional Development Provider of the Year Award, 2004 was a major and global recognition to the changes made to the PMGP – one never made of the previous PMOP, which was seen as a novel delivery, but nothing exceptional in the way of content.

By winning both the product and provider categories, this gave credibility to both.

Unfortunately the university publicity and marketing functions failed to support the efforts of those inside the PMGP to get the publicity out into the Australian Media. Even with direct contact with papers such as the Australian Financial Review, the most important publication for the market PMGP is directed, failed to get a single word published, because it did not get the support from the centre.

There are also possibilities for in-house PMGP type courses. Earlier in 2005 Shell Petroleum was interested in the PMGP and sought a presentation. Although the new Shell Project Management Academy contract was not awarded to PMGP (it went to University of Texas, Austin; Cranfield, London; and Queensland University of Technology, Australia) it was thought that there were two reasons for PMGP not getting to the finals: 1) Shell wanted a face-to-face programme – however there has been an indication that 2007 may see this change; and 2) during the presentation there was no senior executives supporting the ‘bid’ – QUT had two senior Deans present with the Vice Chancellor sending a message of support. The programme is for 15 years and worth over USD40m+ (estimated to be USD100m in total). Shell will also be funding research into Project Management as an added bonus to the education institutions involved in the Project Management Academy.

With central support there are likely to be other opportunities.

As an aside, it very likely that QUT will soon establish a Graduate School of Project Management on the income of this Shell programme and use the experience to capture students from Australia (with the knowledge that they have research and practice experience from Shell).

Situation Analysis

Given the lack of central support for the development of Executive Short Courses; the two years it has taken to get new agents appointed in China and Hong Kong (close to eighteen months to get the document passed legally and action taken by the International Office) much momentum has passed. The high overheads now being borne by the programme are not sustainable if the university insists that it takes 50% on the income without supporting the running-costs of the programme.

There now needs to be professional support in revamping the publicity and marketing direction for the programme. However, this is unlikely and the following will need to be considered.

Product		Place	
POSITION	Alternative management post-graduate education to MBAs, which are acknowledged to be in decline, globally	CUSTOMER LOCATION	Delivered globally
FEATURES	Online Available globally 'can be delivered when student is travelling Truly international group learning – as a virtual team	DISTRIBUTION METHOD	Online
QUALITY	High quality product, as determined by independent reviewers	SALES TERRITORIES	Global
BRAND/IMAGE	Medium quality in the marketplace – Woollangong University has a higher image internationally		
SERVICE	High-quality – moderate Tutor to student ratio		
Promotion		Price	
COMMUNICATION	PMI Awards were not publicised by the university – lack of drive from 'official agents' even though PMGP Staff pushed and wrote to several outlets. Main communication will be through website 'pull'.	LEVEL	See separate pricing table showing other competitors. PMGP is currently in the 'middle' price range.
ADVERTISING: THEME/SCHEME	Little or no advertising because of budget restriction – have nearly completed a new logo and website redesign	SENSITIVITY	Very sensitive in the S.E.Asian market
PUBLIC RELATIONS	See Communication	DISCOUNT STRUCTURE	There is none planned

SELLING	A number of presentations have been made and are planned – a half-day workshop is planned for early February with three PMGP MLs and one outsider on Strategic Delivery		
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Competitive Analysis

The competitive analysis of the PMGP is here outlined under the 3 major market places in which it is operating.

Australia – Formal Degrees

Our major competitors in Australia are other local (by this it is meant NSW, ACT) Universities which offer a similar programme to ours. This assertion is based on the trend in Australian tertiary education for students to seek ‘close to home’ products. With this in mind our major competitors in the Formal Degree market place are:

UTS – UTS offers a mixed-mode learning style which is, whilst seemingly innovative, a more traditional “distance education” approach where students are required to attend formal classes/sessions at certain times of the year. This has a psychological advantage over a wholly internet based course in the fact that students have an immediate and physical sense of ‘place’ (an actual campus) and an assertion that there is a face behind their communications. The disadvantages of such a style are that it does not allow for the increased flexibility required by students who are already in full-time employment as project managers. Still UTS does have, according to DEST figures the lion’s share of the market which is largely due to their educational mode. UTS are also using many of our convenors as well so the content matter their students are studying is also pretty much what we teach. This is a direct conflict

UNE – UNE offers Certificate IV, Diploma and Advanced Diploma courses through their UNE Partnerships Company. They are a PMI Registered Education Provider which gives them an advantage in both the local market and the US market-places as well. Their courses are also directly geared to getting students PMI accreditation which is essentially a global accreditation. Courses are taught in ‘satellite’ locations throughout Australia and are face-to-face. Again this is an issue when it comes to flexibility and geographical access to the courses (not everyone will be in a position to get to the tutorials).

University of Adelaide- They have launched their MPM by coursework in the NSW market place. This is a relatively new competitor and is an ‘unknown’ quantity in terms of the NSW market place. The University of Adelaide does have an excellent reputation but the courses are being taught in the traditional face-to-face style.

From the above it is to be surmised that our major competitors in terms of content, teaching staff and accessibility are UTS and so we must gear our marketing strategies towards undercutting their share of the marketplace.

Asia – Formal Award Courses

As outlined in the Competitive Environment analysis our primary competitors in the Asian marketplace are more commonly private institutions who may be operating in partnership with local Universities such as Beijing University. This is still a relatively new market place for formal academic qualifications, however, many international Universities do operate in the market place through Agents such IDP or, in our case BMMTEC (who are also PM Education providers). Our major competitors in the Formal Award course market, according the NextEd report commissioned by iTEV are:

- University of Management and Technology (USA) in conjunction with Guangzhou Management School of Beijing University. This is a face-to-face MPM course which is the preferred education model in Asia at the moment. Classes are taught in English but with a Chinese interpreter to help breach the language barrier for those students who need it. This is a major plus in this market place as it provides students with the feeling that they are receiving personal care. This degree also has the support of the Ministry of Education, though is not formally recognized by the Chinese Government, still, this support is a major stepping stone in this direction and will encourage more students to enrol.

- Train-Asia Management Consulting Co. Ltd: have partnerships with both international Universities such as Paris Business School and the University of North Florida. They are currently negotiating with UTS and Boston University (USA). They also have strong partnerships with Asian based Universities such as Beijing University, China People University and Beijing Normal University which are all well positioned and respected in the Asian market place. Again the teaching format is in the 'satellite campus' style. According iTEV they are unsure of UTS because of it being a relatively new player in the Australian and International scene (not a good brand name yet).

BMMTEC: BMMTEC were working as USyd agents throughout China but they are also education providers. Given the nature of recent past events there was some concern about our standing within their organization and some thought and effort will have to go into rebuilding our image and student services with them. Subsequently their relationship with the university was terminated, without a replacement. As an aside, they are also partnered with another fully on-line GradCert, GradDip, MPM service provider, Villanova University (USA). Villanova does offer face-to-face tutorials in Asia though and again this is an advantage over our programme. BMMTEC are also using their courses in their in-house training and seminars. Clearly BMMTEC's first allegiance is to Villanova University.

In order to become competitive in this market place it is clear that we will probably have to forge an alliance with a local University or licence the previous product (PMOP – Australian International University) material as unbranded. There is a desperate need to formalise proper agents in both Mainland China and Hong Kong, which has taken, so far, eighteen months to achieve, given that the PMGP Director had completed the revision of the proposed contract, complete with a comprehensive list of requirements (March 2004). The former may not be cost effective and the latter involves changing educational culture amongst the Chinese and is a long term project.

The university does have the clear advantage of international brand-name recognition and the fact that our courses are taught fully in English which is becoming an ever more popular (and in some instances necessary) factor in degree choice in Asia (although the USyd high-level English Standard requirement is seen as a major draw-back for recruiting new students from S.E.Asia, see details below). Qualifications from a recognized English speaking institution is a value-added factor for those seeking employment or promotion within the many large multinational and governmental organizations within China and the rest of South East Asia. We will also have to lean heavily on the academic qualifications (rather than just straight certification) that students will gain, as mentioned above under Competitive Environment this will become increasingly important as the Chinese Government starts to recognize formal degrees. Becoming a PMI Registered Education Provider (REP) in the interim of applying for full PMI Accreditation would also be considered a bonus in this market place.

A source of students from China, which had been expanding rapidly over the years 2001-2004 suddenly came to an end in late 2004 when a reinterpretation of the Immigration rules took place in The University of Sydney International Office – 43 students who had been given offers suddenly had them withdrawn and a potential revenue of one million dollars was lost in the first half of 2005 (spread over 18 months) with the average of 15 new students per semester, this amounts to over five million dollars over five years. This is a significant shortfall outside of the PMGP control and a bonus of its competitors who now enjoy the students' income.

English Standard: The current standard, which has been adhered to, is ILETS 6.5, with a minimum of 6.0 in every category; this standard, as an entry requirement, is a significant block on larger student intakes from S.E.Asia.

The previous Director of the course did not take any notice of this requirement and was able to substantially increase student intake. In many cases the students didn't take any English Tests, at all.

Evidence is such that if this was reduced to 6.0 as an overall score there would be an increase in the number of eligible student candidate. Specifically for ITELs scores (approximately) only 5% of Chinese obtain 6.5 (the USyd standard requirement); but 30%+ get ITELs 6.0.

It is proposed that we reduce the ITELs requirement to 6.0 overall with 6.0 for the written component.

See Section 2.6, below for points to use as a marketing framework.

Corporate Market – Australia Only

There are a considerable amount of private corporate education providers involved in this market-place. Our major competitors (given the high-end University providers end of the market place is where we are aimed) are:

UTS: UTS offer a series of PM short courses and workshops throughout the year. These courses can act as a matriculation device for those students wishing to enter further study in the MPM. They are well attended and well marketed. The weakness of UTS is that it does not have the same brand recognition as Usyd although this is rapidly changing and our window for capitalizing on this gap is becoming increasingly narrower.

Australian Graduate School of Management (AGSM) This is a joint-governed school (UNSW and Usyd) but operates more as a private business. AGSM offer short courses in Project Management but there are no feeds to its other degree levels (which are only basic MBA style courses).

In order to gain entry into this market we will have to seize the opportunity to use The Universities brand name before the window closes completely. In order to do this we will need to increase the visibility of the Programme by increasing the visibility of our academic staff and the achievements of our students. Given the needs of the Corporate we will also need to re-structure our existing Unit of Study to create "Executive Short Courses" or shorter courses. It will also be necessary for there to be a 'value added' pitch, i.e. doing these 3 packaged ESCs is the equivalent of having done this one full Unit of Study for which you will receive full credit should you undertake a Formal Award Course. Becoming a PMI Registered Education Provider in the interim of applying for full accreditation would also be considered a bonus in this market place. It is planned to develop the current four core PMGP Units of Study into ESCs with the help of a senior executive from the banking and finance industry – this is budgeted for in the 2005 budget – the payback would be less than 12 months on the cost (AUD40,000) of the six-month development. We would anticipate that at least 25% of those who go through these courses would convert their 'credits' into registration for the full MPM PMGP.

Marketing Objectives

The overarching objective of the marketing plan for 2005-6 will be a consolidation of the programme and the provision of a stable platform from which to create an effective marketing strategy for future activities. In order for this to happen the following objectives need to be achieved:

1. Revamping of the PMGP Website (in hand, due for completion in July 2005)
2. Re-establish the Master Class Week and then get non-award participants to join (also a source of future students) possibly for Semester 1, 2006
3. Create Executive Short Courses as an income stream and source of new students (due in second half of 2006).
4. Gain exposure through the winning of international awards within the project management profession.
5. Publish in international publications on the ground-breaking research and practice of the PMGP Director – this could be tied to a directed to a series of international road shows (examples would be to work with major consulting corporations and their customers – enabling the main decision-makers to be in one room, together, rather than visiting several companies over many days).
6. Develop a Graduate Certificate in Event Project Management ready for delivery in Semester 1, 2006.
7. Create information packs for potential students and agents
8. Create intra-University partnerships (for the start of Semester 2 2005) with:
 - o Faculty of Business and Economics
 - o Faculty of Architecture and Design
 - o Faculty of Arts (for their GradDip Museum studies, curatorship courses)
 - o AGSM – cross institutional units based on Usyd/UNSW joint ownership
 - o Continuing Education (possibly offer the PDP, as a stand-alone workshops)
9. Engage the International Office on PMGP (*currently they have dropped all marketing of the PMGP as they have no direct involvement with our students*) to give him a publicity 'pitch' for when they are travelling.
10. Update our entries in the University of Sydney Postgraduate Courses Database
11. Purchase a customer services tracking database to keep track of all course enquiries to use as a direct (targeted) marketing database.
12. Create a series of flyers for individual modules in order to promote them as Professional Education and Development Programmes to those who do not wish to gain a formal award course but are seeking something more than a short 6 or 7 week programme.
13. Get an electronic PMGP newsletter off the ground and running
14. Become more involved in current Faculty and College marketing activities such as:

- Group advertisements - contact is Erik Van Wijk;
 - Courses and Careers Day - August 2005, Engineering will have a booth – contact Erik and Jas Chambers – should also consider affiliating with Faculty of Business and Economics;
 - Postgraduate Expo - incorporating the MBA showcase - currently scheduled for September and will be held off-campus, contact Jas Chambers for participation at one of the university's business booths.
15. Become a PMI Accredited University.
 16. Host 2 x PM information nights in the university for potential graduates from other USyd courses and for other potential students (through marketing database) These should tie in with the group adds and the Postgraduate Expo arranged through the Faculty and College)
 17. Use the intelligence gathered in the Asian marketplace by NextEd to create a sustainable business development and marketing strategy for the area. This will need to be based on any revision required of the educational model of the PMGP.

To do this we must:

18. Capitalise on the USyd Brand
19. Push the completely on-line nature of the programme (one of a kind, completely accessible and flexible no geographical boundaries, truly international team-work).
20. Push the synchronous direction of learning (as opposed to asynchronous, which is the trend for individual learning, in the knowledge absorption mode) as all projects are run through teams and with technology one is able to develop learning through teams, which better reflects the 'real-world'.
21. Reinforce the competency-based nature of the curriculum design.
22. Push the 'holistic' approach we have in educating students. This is one-off education, we will provide students with the life and analytical skills for they adapt to changing environments, rather than requiring constant top-up courses as the PM environment changes.
23. Push the fact that we also have a strong emphasis on soft- as well as technical-competencies. Knowledge is taught, competencies are practiced.
24. Open up the Executive Short Course marketplace as a channel for new students.
25. Utilise income from Executive Short Courses to further develop the PMGP and establish a Centre of Excellence and PM research programme.
26. Establish links with other service/education providers as an entry channel for the PMGP, giving appropriate Credits, for prior learning.
27. Develop a Graduate Certificate in Event Project Management ready for delivery in Semester 1, 2006.
28. Run Forums and information presentations such as
 - Breakfast Meetings (free)
 - Half-day (paid) short courses with a range of speakers on specific and topical subjects

It is essential, therefore:

29. Cut out the international fee differential.
30. Change the Income Top-Slice Model to a commercial one.
31. Properly support the programme as a commercial venture.
32. Reduce the English Standard to one which attracts a wider range of students.
33. Make the USyd publicity infrastructure 'work for its money'.
34. Ensure that the International Office markets the PMGP as it does other programmes.
35. Appoint new agents for mainland China and Hong Kong.

Target markets

The information given in this section is based largely on the key concepts in Blustain, H, P. Goldstein and G. Lozier "Assessing the New Competitive Landscape" in Richard N. Katz and Associates (eds) *Dancing with the Devil: Information Technology and The New Competition in Higher Education* published by Jossey-Bass Publishers Inc. in co-operation with EDUCAUSE and PricewaterhouseCoopers. Our target markets are as follows:

1. Current project management practitioners who wish to gain formal university qualifications. This is currently the majority our student base
2. Recent graduate who wish to get a better focus on project management to enhance their career potential
3. Corporations who require an integrated programme for staff training and development

4. IT Professionals
5. Finance and Banking Sector
6. Television/Radio/Print Media
7. Government/State Agencies such as Defence, Waterways etc
8. People who wish to undertake professional development in order to enhance their current knowledge or to upgrade their skills and competencies in specific areas but who do not wish to commit to a formal award course.
9. Overseas students who wish to gain a formal qualification from and internationally recognized University in order to enhance their personal saleability in the international job market (particularly the case in the Asia Pacific region).

These markets have been singled out based on the on-line flexible nature of our programme which allows students to study in their own time and from any location. It also has the advantage of allowing students to study at a well respected institution without the usual geographical problems of access.

Product Strategy

As outlined in Section 1.3 our products are Award and Non-Award Courses. Currently there are no specific Executive Short Courses and the proposed investment was stopped. However, it is envisioned that new courses, such as Event Management will be created and become a major source of income and channel for recruiting new students. Currently we wish to increase the popularity of all of products.

Currently the major selling points of our programme are:

1. The uniqueness of our holistic approach to PM Education using a competency rather than merely content based educational model. Further to this the PMGP emphasizes not only traditional PM competencies such as time management but also recognizes and promotes the importance of so-called “soft competencies” such as socio-cultural and leadership skills which are so often overlooked in other courses but are integral to effective PM.
 2. We offer the only fully on-line award course in Australia enabling students who may not otherwise have easy access to the university, either because of geographical proximity or work commitments, to undertake studies. This also means that students are able to study when and where it most suits them as long as they have an internet connection.
 3. The online nature of the course means that students are better able to manage their study around work commitments and also to continue to study whilst travelling for work. A major advantage of this is that students do not suffer the traditional work-lag and consequent catch up time that would be required in a more traditional course structure.
 4. The online nature of the course also means that it is truly international in flavour as students are able to interact constantly with other students who are studying in different countries under different cultural, social and professional expectations. This also provides a natural and important resource to our students as it enables them to have direct access to different PM view points and cultures around the world.
 5. It is possible to fully integrate the PDP with the Mission and Deliverables of the individual company.
 6. Our course offers a combination of Academic and Industry expertise resulting in a well rounded combination of the here-and-now requirements and more traditional academic rigour. It also means that our programme and students are in constant dialogue with the “real world” enabling us to create a more savvy and up-to-date product than other education providers
 7. We have the backing of one of Australia’s premiere universities.
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Price Strategy

The Formal Award courses are taking the High-cost low to medium turn over approach. This is based on the brand name of The University of Sydney and also the general perception in this market place that the higher priced the degree the higher the quality. Currently these are priced on a break-even to minimal profit margin after the university has taken their 50% share of the fees and academic, convenor and administrative costs have been paid out of the remaining 50%. It must be noted that increasing the fees would also, necessarily, see an increase in the cut taken by the university and would only result in a minimal increase in profits, whilst significantly upsetting the price-sensitivity model (for every one dollar required for increased costs, two dollars have to be charged to the student).

Additional income which would be sans-Income Top Slice would be limited unless the Executive Short Courses could be introduced.

The excessive fee-differential charged to international students is considered to be high and at this high fee there is a rebuff against the higher cost (because of the university's insistence that the differential is to remain then PMGP will need to reduce *all* its fees to ensure that they do not exceed AUD30k). This is likely to be implemented for Academic Year 2006.

Promotional Tactics

In the past we have relied heavily on the print media and our website as our primary marketing tools. A retrospective of our marketing activities through 2002 (below) indicates strongly that the majority of new enrolments were captured as a result of "personal marketing" where a student was able to speak with or gain direct access to a member of the team. Where print ads were used the highest efficacy was found where the ad was placed in an industry specific publication.

Strategy 2006-7

The marketing strategy for the next year must be tactical and based on consolidating our current position within the university and becoming more involved with planned 'central' marketing events such as the Postgraduate Expo and Courses and Careers Day. The aim will be to foster relationships with relevant University Departments (as listed at section 3.1). It is also planned that we would approach Continuing Education and The Summer/Winter School in order to offer modules to their students and to use these forums as feeders for our formal award courses. It is also essential that we capitalize on marketing opportunities such as conferences which will provide a window into the PM community, in these cases it would be advisable to send either members of our academic staff or Postgraduate (Ph.D.) student base to represent the Programme. It is planned to have at least two new research students enrolled by the end of 2006, with a further two each year following.

In order to achieve this it is essential that we go out with a co-ordinated, current and coherent message to both potential students and the university as a whole.

It is envisioned that by achieving the objectives laid out at section 3.1 we should be able to shore up the Programme creating a steady base from which to grow and the foundations for more aggressive marketing. Again it cannot be emphasized enough that whilst this year may see some moves to a more strategic marketing plan in the short term our greatest efforts must be in consolidation and tactical, base-level marketing.

The points in Section 2.6 must be taken into account.

Forward strategies 2007-8 and beyond

Once the foundations have been laid in 2005-6 it is possible that the Programme will be able to continue operating with a relatively consistent student base. The Programme will then be able to commence a more external marketing strategy which would include initiatives such as:

- Aggressively tendering for Corporate/Governmental educational contracts. Based on the work originally done on the Corporate Marketing Strategy in 2004, which identified the need for Executive Short Courses (and budgeted for, for development late 2005). It is envisioned that this will include such strategies as breaking our current modules into 3 part "modlets" which will be sold individually or offered as part of a package. It is currently suggested that we would credit a module to students wishing to undertake the formal award course if they had completed the 3 required modlets and then attended a refresher course and completed a matriculation type exam. There is some debate about the academic merit of this kind of programme which will need to be resolved by the Director and the Academic staff.
- Expanding our overseas marketing activities, particularly in Asia (based on the findings of NextEd) as well as the U.S. and European arena.
- Appoint new agents for mainland China and Hong Kong.
- Apply for and achieve PMI Accreditation which would give us greater leverage in the PM marketplace as education providers – this provides a product differentiation with the current REP status.
- Use our position as a benchmark programme within the university to explore, possibly with the support of iTEV, consulting revenue for other similar programmes within the university.
- Use the basic knowledge set gained from our experiences in the Asian marketplace to explore the possibility of offering our programmes in the broader market place in conjunction with University Partners (the "satellite" model of delivery). The advantages for using university partnerships are that they give the university an existing brand name from which to market and provide an existing student base. The disadvantages are that there is the potential for confusion in the minds of students about just who the education

provider. Questions of reputability and quality assurance as well as potential loss of IP would also have to be addressed in this instance as the university would need to relinquish full control of the PMGP at the basic level in order to give the impression of an equitable arrangement having been made and maintained. There is also a real threat here that institutions would capitalize on the USyd brand name and use it as a siphon for their own comparable degree courses.

EMBOK framework for Curriculum development

PROCESSES		PHASES		CORE VALUES	
Assessment		Initiation		Creativity	
Selection		Planning		Strategic Thinking	
Monitoring		Implementation		Continuous Improvement	
Communication		The Event		Ethics	
Documentation		Closure		Integration	
KNOWLEDGE DOMAINS and CLASSES					
ADMINISTRATION		DESIGN		MARKETING	
Financial		Catering		Marketing Plan	
Human Resources		Content		Materials	
Information		Entertainment		Merchandise	
Procurement		Environment		Promotion	
Stakeholder		Production		Public Relations	
Systems		Program		Sales	
Time		Theme		Sponsorship	
OPERATIONS		RISK			
Attendee		Compliance			
Communications		Decisions			
Infrastructure		Emergency			
Logistics		Health & Safety			
Participant		Insurance			
Site		Legal			
Technical		Security			

Reference : www.embok.org, www.embok3.com,

Sample of 15 week Course : See separate document : 15 week event course outline.doc



Event management course

Increasing Capacity and Competency through
teaching and researching Events Management at
Universities of Sydney

*Presented by William O'Toole
Events Development Specialist
www.epms.net*



The Event Industry

- A multi billion dollar world wide industry - example \$3 billion on exhibition in Australia alone.
- Used to profile countries such as Doha Asian Games
- Used to create infrastructure such as Olympics



- Used to stimulate business such as exhibitions and conferences
- Used to keep the community and culture alive and well such as festivals

What are events - here is a list

Government & Civic Events	<p>An event comprised of or created by or for political parties, communities, or municipal or national government entities, scheduled alone or in conjunction with other events.</p> <p>Example : ANZAC Day</p>
Hallmark Events	<p>An event of such significance and/or scope that its image or stature assures national and international recognition and interest.</p> <p>Example : Dubai Shopping Festival</p>
Marketing Events	<p>A commerce-oriented event to facilitate bringing buyer and seller together or to create awareness of a commercial product or service, scheduled alone or in conjunction with other events.</p> <p>Example : Ikea Store Opening</p>
Meeting & Convention Events	<p>The assembly of people for the purpose of exchanging information, debate or discussion, consensus or decisions, education, and relationship building, scheduled alone or in conjunction with other events.</p> <p>Example :APEC meeting in September</p>

<p>Business & Corporate Events</p>	<p>Any event that supports business objectives, including management functions, corporate communications, training, marketing, incentives, employee relations, and customer relations, scheduled alone or in conjunction with other events.</p>
<p>Cause-Related & Fundraising Events</p>	<p>An event created by or for a charitable or cause-related group for the purpose of attracting revenue, support, and/or awareness, scheduled alone or in conjunction with other events.</p>
<p>Exhibitions, Expositions & Fairs</p>	<p>An event bringing buyers and sellers and interested persons together to view and/or sell products, services, and other resources to a specific industry or the general public, scheduled alone or in conjunction with other events.</p> <p>Example : Cebit in Darling Harbour</p>
<p>Entertainment & Leisure Events</p>	<p>A one-time or periodic, free or ticketed performance or exhibition event created for entertainment purposes, scheduled alone or in conjunction with other events.</p>
<p>Festivals</p>	<p>A cultural celebration, either secular or religious, created by and/or for the public, scheduled alone or in conjunction with other events. (Many festivals include bringing buyer and seller together in a festive atmosphere.)</p>

<p>Social/Life-Cycle Events</p>	<p>A private event, by invitation only, celebrating or commemorating a cultural, religious, communal, societal, or life-cycle occasion, scheduled alone or in conjunction with other events.</p>
<p>Sports Events</p>	<p>A spectator or participatory event involving recreational or competitive sport activities, scheduled alone or in conjunction with other events.</p> <p>Example World Cup Cricket</p>

Also

Mega Events : World Cup

Hallmark Events : Dubai Shopping Festival

Regional events and local events

Example of how to establish a course : George Washington University and University of Technology, Sydney



- Began with a study
- Started the Executive Certificate for practitioners - i.e. current event managers
- Brought together various undergraduate units in Leisure and Tourism
- Produce the first text "Festival and Special Event Management" (now 4 editions)
- Now a Degree and Masters Estimated students over 200.



UK

HND/BA (HONS) EVENTS MANAGEMENT



- Leeds Metropolitan University - began 1996

Table 1: Applicants and Accepted Places in 'Events' Courses, 2000-06

Event	2000	2001	2002	2003	2004	2005	Change 96-2006		Change 04-05	
Accepts	273	309	377	534	882	1230	957	351%	348	39%
Applicants	972	930	1207	1316	2068	5361	4389	452%	3293	159%

Source: UCAS, 2005 cited in Chapman, 2006



Supply side

Events Related Course Provision in the UK 2005-7

	2005	2006	2007
Number of Providers	34 +3 known providers not listed (HND/Fdg/degree)	43+3 known providers not listed	49+3 known providers not listed
Degree Level	20	27	34
Foundation Degree	11	14	18
HND/Diploma	9	12	13
N820 (event(s) management)	13 courses inc. 11 degrees	20 courses inc. 15 degrees	27 courses inc. 22 degrees
O28N (HND events management)	4 (+3 not listed)	5 (+3 not listed)	5 (+3 not listed)

Source: Glenn Bowdin www.worldofevents.net)

29 institutions (colleges and Universities) in Canada that teach event management



- Ten years ago - Nothing - no courses
- Now : Algonquin College of Applied Arts and Technology, Bow Valley College, British Columbia Institute of Technology Brock University Capilano College Centennial College College of the Rockies Fanshawe College George Brown College Holland College Humber College Lakeland College Langara College Malaspina University-College Mohawk College of Applied Arts and Technology Mount Royal College Niagara College Niagara University NorQuest College Nova Scotia Community College Red River College Ryerson University SAIT Polytechnic Seneca College St. Francis Xavier University Thompson Rivers University University of Guelph University of New Brunswick
- EMERIT Canadian Tourism Human Resource Council (CTHRC),



Types of Courses around the World

- Secondary School – in UK
 - Vocational Colleges
 - BA in Event and Venue Management
 - MSc in International Events Management
 - MA in Event and Exhibition Management
- And now a number of PhD in event studies



Framework for the Curriculum

- Use the International Event Management Body of Knowledge EMBOK as a framework
- **Core Event Management subjects;**
 - 1. Event Context and Strategy
 - 2. **Event Administration** : Financial, Human Resources, Information, Procurement , Stakeholders, Scheduling
 - 3. **Marketing** : Marketing Plan, Marketing Materials, Merchandizing, Promotions, Public Relations, Sales, Sponsorship
 - 4 **Design** : Concept Development and Theme, Content, Entertainment, Environment, Production, Program
 - 5. **Operations** : Attendees, Communications, Infrastructure, Logistics, Participants, Site, Technical
 - 6. **Risk** : Compliance, Emergency, Health & Safety, Insurance, Legal & Ethics, Security
 - 7. **Management Integration** : processes and phases, project management, risk process, decision making and the deadline
 - 8. The event company or event unit
- www.embok.org www.embok3.com

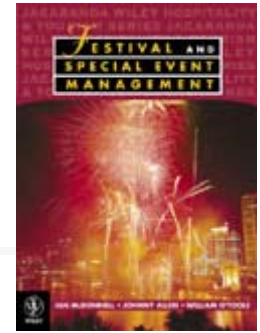


Curriculum : Masters and PhD

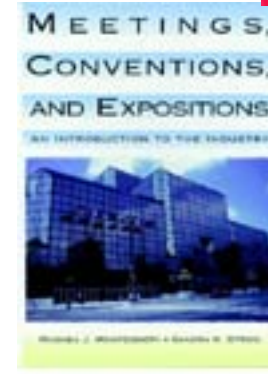
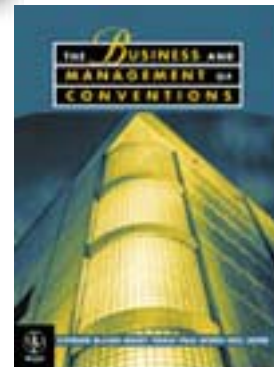
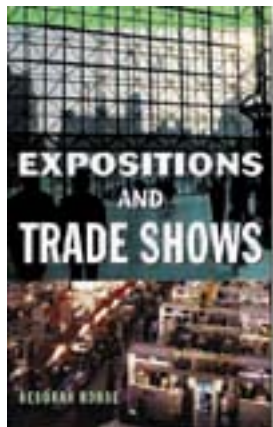
- Events Management or Event Studies
 - Government and Event Strategy
 - Economic impact
 - Tourism and Events
 - Specialist areas for research : risk, community events, micro events.



Resources available



- Two textbook series on Events
 - 8 in Elsevier and 22 in J Wiley International





Numerous practitioner conferences

www.iirme.com/festivale



Under The Patronage Of His Highness Sheikh Ahmed Bin Saeed Al Maktoum,
President Of The Department Of Dubai Civil Aviation, Chairman Of Emirates Group
And Chairman Of The DSS Supreme Committee, United Arab Emirates



Event 360°
Presents:

Strategic Event Management

Festivale 2007



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Management Professionals

20 – 24 May 2007 • Sheikh Rashid Hall, Dubai International Exhibition Centre, Dubai, UAE

Inspiring Insights From
Leading International And Regional Industry Experts



Resources available

- Three international academic journal only on events and event research
- At least four international academic conferences per year



Sandton Convention Centre, Johannesburg, Gauteng, South Africa: 2nd - 4th July 2007



What jobs are there

- 100 different job positions, the use event management skills and knowledge
 - Promotion Leader, Sr. Communication Assistant, Tourism manager, Treasurer, Event Coordinator, Event Management Specialist, Event Manager, Event Marketing Executive, Event Organiser, Event Producer, Event Support Officer, Events & Sponsorship manager, Events / Marketing, Events Coordinator, Events Executive, Events Marketing Manager Events Officer, Personal Assistant, Policy Officer, PR Coordinator Production Coordinator
- Experience at organizing events at the University or College - as part of their course.



Who hires the graduate : a sample of organisations in Australia that have sent their staff for training in event management in 2007

NSW Major Events, Dungog Shire Council, Mercer Wealth Solutions, Institute of Public Affairs, Australian Rugby Union, Thuringowa City Council, RIVERFESTIVAL BRISBANE, Royal Brisbane & Womens Hospital, The Australia & New Zealand School of Government, Flight Centre Ltd, William Angliss Institute, Mercy Health Service, Crown, Royal Exhibition Building, City of Wodonga, IKEA, Mercy Health and Aged care, Centennial Park, Fairfield City Council, Maverick, Oxfam Australia, NSW Police, Maverick, Syd Opera House, Centennial Park, ABC,