Postgraduate guide 2017

Project Management and Project Leadership
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Where will postgraduate study lead you?

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Contact us
sydney.edu.au/ask
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+61 2 8627 1444 (outside Australia)

Postgraduate guide 2017
Project Management and Project Leadership
Where will postgraduate study lead you?

Whether you want to gain an edge in your career, change your direction or pursue a passion, the University of Sydney will steer you to places you never imagined.

With hundreds of postgraduate courses on offer across the University, we make it easy for you to tailor a degree to your personal needs and professional goals.

Our coursework and research degrees offer far more than knowledge. You’ll join leading thinkers to challenge the known and explore the unknown, in a stimulating environment that encourages both learning and networking.

We give you access to leading lecturers, research supervisors, industry networks, research and teaching centres, and a global network of respected alumni. This is one of the reasons why many of our graduates go on to change lives for the better, and why we are regularly ranked in the top 50 universities worldwide.

A unique approach

The University leads the way in project management education. Our unique and innovative ‘complex systems’ approach to project management and leadership is embedded in our education and research programs.

This approach examines the key interdependencies operating in today’s complex project management and leadership frameworks, and engages with these dynamics to explore proactive and effective planning, management and leadership strategies.

We look beyond the traditional systematic or mechanical view of optimisation and control of work processes and standards, to engage with the complex and organic dynamics of systems, through continuous adaptation and innovation.
Programs
We offer the following postgraduate programs:
- Master of Project Management
- Master of Project Leadership

Pathways
If you want to take the next step in your career or develop academic expertise in your chosen field, master's degrees are ideal. They typically require between one and two years of full-time study.

Graduate certificates will suit you if you want to complete a short academic training course to further your career, or sample further study. They typically require six months of full-time study. You can study a graduate certificate in both Project Management and Project Leadership.

Graduate diplomas are normally based on master's programs but don't take as long to complete. They are a good option if you can't commit to a full master's degree, and they typically require one year of full-time study. You can study a graduate diploma in both Project Management and Project Leadership.

You can usually transfer from either a graduate certificate or graduate diploma into a master's qualification. In this way these degrees can act as a pathway if you don't meet the master's entry requirements.

If you are interested in pursuing research, the University offers both a Master of Philosophy (MPhil) and a Doctor of Philosophy (PhD). See page 11 for more details.

To find the specific study mode offered for your course, please see:
- sydney.edu.au/courses

“...and you can combine face to face and online modes to suit your work commitments."

Globally recognised qualifications
Our Master of Project Management is accredited by the Project Management Institute's Global Accreditation Center for Project Management Education Programs.

Flexible options
We have structured both our Master of Project Management and our Master of Project Leadership to fit around your professional commitments, through a combination of weekly and block-mode attendance.

We also offer the flexibility of online learning, so that you can complete your studies from anywhere in Australia or around the world, and can combine face to face and online modes to suit your work commitments.

“...and you can combine face to face and online modes to suit your work commitments.”

Professor Lynn Crawford
Director of the Project Management Program and Life Fellow of the Australian Institute of Project Management, Honorary Member of the International Project Management Association and Honorary Fellow, Association for Project Management (UK)
Connected with industry

We understand the importance of working closely with industry. Our courses are designed with, and taught by, industry professionals using real-life case studies.

Our expertise is highly sought after by industry, with our staff invited to provide research and consulting services for many different business and government organisations.

Building on our outstanding reputation in project management education, University of Sydney alumnus John Grill established the John Grill Centre for Project Leadership in October 2012 with a landmark donation of $20 million on his retirement as chief executive of WorleyParsons. The centre offers executive education in project leadership and governance of major projects and applied research to achieve greater social wellbeing and economic prosperity through projects.

Innovative learning environment

Our labs, teaching spaces and learning hubs are designed to help you get the most out of your learning experience. They incorporate the latest technology, allowing interactive study and research.

Our new project management studios have been designed specifically to facilitate collaboration, with open-plan learning and group work spaces.

“Project delivery capability is critical to the successful implementation of strategy for all organisations. Project management is now a core management discipline across all industries, from telecommunications to banking, health, defence, IT, government, engineering or construction.”

Alicia Aitkin
Chief Project Officer, Finance and Strategy, Telstra
Graduate outcomes

As both government and corporate projects get bigger and more complex, the global economy is putting a premium on well-qualified project managers and leaders.

Our graduates will be able to apply core skills across industry sectors and understand how to:
- define and plan projects and programs
- manage project scope, cost, schedule and risk
- manage projects in uncertain and complex environments
- lead projects across international borders
- engage and lead teams
- balance resources across a portfolio of projects
- negotiate and share project vision among stakeholders
- plan and implement organisational change
- apply project management methodologies wisely.

These outcomes will help you secure your success in a project-focused future.

Research strengths

The University of Sydney is one of the world’s top research universities and a member of the Group of Eight network. We attract a diverse group of leading researchers from around the world and provide them with an environment that encourages collaboration and innovation. By uniting expertise across disciplines, we make a real difference to our understanding of today’s world.

Scholarships

We offer various scholarships and other forms of financial assistance to help you achieve your personal and professional goals, including:

Dr Abdul Kalam International Scholarships
The former president of India, Dr Kalam established these merit-based scholarships for international students commencing a master’s program in the Faculty of Engineering and Information Technologies.

Sydney Achievers Scholarships
This flagship scholarship program for international students rewards students with outstanding academic results. Each scholarship is valued at A$10,000 per year for the length of the degree.

Research scholarships
We offer a number of other research and supplementary scholarships.

View our scholarship opportunities at:
- sydney.edu.au/scholarships
- sydney.edu.au/engineering/scholarships
Master of Project Management

The Master of Project Management is a professional qualification, providing you with a sound educational platform for a career in project management.

This degree provides you with the advanced project management skills you need for hands-on management of projects. It is an ideal complement to your on-the-job experience.

This master’s degree will equip you with the fundamental methodologies, modelling and analytical techniques for the design and implementation of projects across a wide range of industries including infrastructure, resources, manufacturing, IT, finance, law and consultancy.

You will also have the opportunity to undertake an international study tour, working with students from other leading international universities.

Course structure

The course comprises core project management units of study along with your chosen electives.

Specialisations include:

- Portfolio and Program
- Global
- Strategic Change Implementation
- Organisational Project Management
- Risk and Control
- Sustainability.

We also offer an embedded research pathway for candidates who are interested in pursuing a research degree after completion of the Master of Project Management.

For details on each specialist elective, visit:
- sydney.edu.au/courses

Your experience counts

If you have relevant industry experience, you can choose to take one (or more) of our advanced practitioner units of study.

This will allow you to work in small groups, sharing your knowledge and expertise with fellow professionals.

Advanced practitioner units of study include:

- Project Planning and Governance
- Project Leadership and Communications
- Project Economics and Investment
- Risk Dynamics and Resilience
- Integrated Project Delivery Approaches.
Course duration

1.5 years full time

Depending on the level and type of your prior studies and previous experience, you may be eligible for recognition of prior learning, which will reduce the length of your degree.

Admission requirements

To apply for this degree, you need to have a recognised bachelor’s degree in any discipline with a credit average. Alternatively, you need to hold a Graduate Diploma in Project Management from the University of Sydney, with a credit average.

If you don’t meet these criteria but hold a bachelor’s degree, you may be considered for entry into the Graduate Diploma in Project Management. After achieving a credit average in four units of study in this program, you can apply to transfer into the Master of Project Management.

Applicants without a bachelor’s degree who have three years’ project management or project related professional experience may apply for the Graduate Certificate in Project Management.

“I was attracted to study project management because of the rapid growth of projects in the banking and financial services sector. The skills I have developed through the degree are in high demand and have opened doors to different areas of business development that would not have been available to me otherwise.”

Swati Vedi
Master of Project Management

Master of Project Management course structure

<table>
<thead>
<tr>
<th>Semester</th>
<th>Units</th>
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<tbody>
<tr>
<td>Semester 1</td>
<td>Foundation units</td>
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<tr>
<td>Semester 2</td>
<td>Core competency units:</td>
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<tr>
<td></td>
<td>- Project Process Planning and Control</td>
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<td></td>
<td>- People and Leadership</td>
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<td></td>
<td>- Project Risk Management</td>
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<td></td>
<td>- Project Economic and Finance</td>
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<tr>
<td>Semester 3</td>
<td>Specialist electives</td>
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<tr>
<td></td>
<td>Capstone and/or research units</td>
</tr>
</tbody>
</table>

Students with three years or more of project management related experience may apply for a reduced volume of learning and are eligible to attend classes with other advanced practitioners.

| Semester 1     | Advanced practitioner units               |
| Semester 2     | Specialist electives                      |
|                | Capstone and/or research units             |

More information

For details on the course structure, including units of study, visit:
- sydney.edu.au/courses
Master of Project Leadership

The Master of Project Leadership gives you the skills to establish and tailor sophisticated interdependent project frameworks, as well as the high-level concepts of open-systems innovation, dynamic social networks and design thinking.

This professional degree is designed for experienced project managers and senior managers seeking to develop the complex systems thinking and communication skills required for successful organisational leadership.

An innovative and challenging program, this master’s degree will develop your strategic thinking capability and take you beyond conventional concepts of leadership, management, governance, risk, resilience and sustainability.

You will focus on the importance of interpersonal skills for effective leadership, and learn how to apply the principles of emotional intelligence to influence and achieve successful project outcomes.

Course structure

The course comprises core project leadership units of study along with your chosen electives.

Course duration

1 year full time

Admission requirements

To apply for this degree you need to have a recognised bachelor’s degree in any discipline, with a credit average. Alternatively, you need to hold a Graduate Diploma in Project Leadership from the University of Sydney, with a credit average. Both options require at least five years’ work experience in a middle or senior management role.
“This program looks at projects and leadership from the most innate levels. You’ll explore coordination theory, complex adaptive systems, emotional intelligence and sustainability. Delving into these concepts at an academic level, you start to understand the foundations of success for large and complex projects.”

Christian Porter
Master of Project Leadership
General Manager, Strategic Bidding, Downer

Master of Project Leadership course structure

<table>
<thead>
<tr>
<th>Core units</th>
<th>Electives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Semester 1</td>
<td></td>
</tr>
<tr>
<td>Project Innovation Management</td>
<td>Complex Project Leadership</td>
</tr>
<tr>
<td>Project Risk Management</td>
<td>OR Leadership in Organisations</td>
</tr>
<tr>
<td>Project Leadership Thesis A</td>
<td></td>
</tr>
<tr>
<td>Semester 2</td>
<td></td>
</tr>
<tr>
<td>Sustainability and Intelligence in Project Management</td>
<td>Strategic Delivery of Change</td>
</tr>
<tr>
<td>Disaster Project Management</td>
<td>OR Organisational Change and Development</td>
</tr>
<tr>
<td>Project Leadership Thesis B</td>
<td></td>
</tr>
</tbody>
</table>

More information

For details, including units of study, visit

- sydney.edu.au/courses
Research

We invest in research that changes the way we think about the world and how we live and work in it.

The University is a member of Australia’s prestigious Group of Eight network and the Association of Pacific Rim Universities. This association partners us with others that excel in research, including Stanford, Caltech, UC Berkeley and UCLA.

Our research is shaped by the big picture. We look at real-world problems from all angles, combining the expertise and talents of scholars from many disciplines.

This collaboration drives our interdisciplinary research centres, including several dedicated to deepening our understanding of China and Southeast Asia, and increasing Australia’s engagement in these regions.

Find out more about our current research:
– sydney.edu.au/research

Our research degrees

Embarking on a research degree at Sydney is an opportunity to work alongside some of the world’s brightest and most accomplished academics. We offer exceptional facilities and we have an innovative edge and the drive to challenge traditional ways of thinking. You will have the support you need to contribute to research that makes a meaningful, real-world impact.

Research in this area encompasses a broad range of topics, from the social dynamics of good project teams to the drivers of success of high-tech projects.

Learn more about our research degrees:
– sydney.edu.au/study/find-a-course/postgraduate-research.html

“...My focus is in understanding the underlying principles that guide seemingly chaotic complex and adaptive systems. Understanding what drives change and applying that knowledge to human, financial and ecological systems can help us better predict and manage them, and help us thrive as a society.”

Dr Michael Harré
Lecturer and researcher
Project Management Program and Complex Systems Research Group
Master of Philosophy (MPhil)

Duration: 2 years
The Master of Philosophy program involves the preparation of a thesis considered to make an original contribution to the subject concerned. To apply, you require a bachelor’s degree with first- or second-class honours or equivalent from an accredited institution. If you achieve an outstanding performance, you may be eligible to upgrade to the Doctor of Philosophy.

Doctor of Philosophy (PhD)

Duration: 3 years
The Doctor of Philosophy program involves the preparation of a thesis considered to make a substantial and original contribution to the subject concerned. To apply, you need to have a master’s degree by research or a bachelor’s degree with first- or second-class honours or equivalent from a recognised institution.

Supporting our researchers

We support our researchers to excel in their chosen field in many ways, from providing strategic advice on research opportunities to assisting with access to funding. We also help you to develop transferable skills in research leadership and management, commercialisation, communication and cross-disciplinary capabilities.

Inside View

Emanuele Crosato
PhD candidate

Emanuele Crosato, a PhD candidate in our Complex Systems Research Group, is investigating how information is processed in self-organised systems to address the needs of our increasingly complex society.

Currently, self-organised systems are far from being wholly understood, evident through the complexity of traffic flow in a megacity, of the energy network of a nation, or of a group of autonomous robots operating in the field.

Emanuele’s research looks at how this knowledge can be used to improve how we design or guide the developing behaviour of these systems.

By understanding information theory within complex systems, Emanuele’s work assesses strong and quantitative theoretical frameworks that can assist us to address societies increasing needs.

“I explore the promising approach of Guided Self-Organisation as applied to these systems that could allow us to guide them to desired formations,” he says.

“These applications could include swarms of robots coordinating to survey a disaster area, smart energy networks that adapt to failures and traffic management systems that respond to overloads.”
Claire Kim, a PhD student in our Complex Systems Research Group, is investigating the role of social networks in coordinating expertise during disasters with the aim of accelerating and improving disaster response.

In the event of large-scale disasters, it is crucial to know the best way to get specialised knowledge and expertise to the place it is needed, in the shortest possible time.

Claire’s research also examines the role of social network structures, ties and locations for gaining access to and sharing expertise.

Through understanding complex interactions, Claire’s work aims to ensure faster, more efficient and ultimately more effective response to major natural disasters, such as bushfires.

“I explore issues such as how centralisation and efficiency in an individual’s social network relate to coordination, and whether network size and the strength of ties within an individual’s social network affect coordination negatively or positively,” she says.

“My research uses the relationship between the properties of social networks and the coordination and sharing of expertise and resources to identify, deploy and manage skills and equipment more effectively during the critical first stages of disaster response.”
How to apply

Coursework

If you are a domestic or international applicant, we invite you to apply online for postgraduate study by coursework, by following these steps:

**Step 1**
Search for the course you are interested in at:
− sydney.edu.au/courses

**Step 2**
Select the program of study you wish to apply for and check that you meet the admission requirements.

**Step 3**
Click the ‘apply now’ button to proceed with your application. You can also apply for recognition of prior learning which, if approved, can substantially reduce the length of your degree.

Research

If you would like to apply for a research degree, we ask you to follow these steps:

**Step 1: Find an academic supervisor**
Our Research Supervisor Connect online portal lists all the University research opportunities currently available for new students. Search through research ideas, read about supervisors’ areas of interest and expertise, and make initial contact with them:
− sydney.edu.au/research/opportunities

**Step 2: Develop a research proposal**
Once you have spoken with an academic, you need to develop and submit an initial research proposal. The supervisor will read and comment on your proposal, and indicate if they are willing to supervise you before you submit your application. You can find more information about developing a proposal under ‘How to apply’ at:
− sydney.edu.au/research/opportunities

**Step 3: Identify academic referees**
You will need to provide details of two academic referees who are familiar with your previous academic qualifications and achievements, who can then submit an academic referee report on your behalf. Instructions are provided within your online application form.

**Step 4: Submit your application**
We invite you to lodge your application online:
− visit sydney.edu.au/courses and search for your program of study
− select the degree for which you wish to apply
− click on the ‘apply’ button to begin the application process.

Recognition of prior learning and credit

Depending on your prior studies or work experience you may be able to apply for recognition of prior learning (RPL) or credit that will reduce the total credit points or time you need to finish your course.

Credit for previous studies
You may be eligible for credit if your previous studies are assessed as being directly equivalent to our units of study. Credit arrangements vary by course.

Fast-track your postgraduate studies
For some courses your previous studies or relevant professional experience may make you eligible for a reduced volume of learning to achieve the learning outcomes of the course. This could cut the duration and unit of study requirements by 1-2 semesters. Reductions and eligibility requirements vary.

How do I apply for credit or RPL?
You need to apply when completing your online course application. To find out more about course-specific requirements, visit your relevant faculty website.

For more information, visit
− sydney.edu.au/study/credit

Australian Qualifications Framework
The Australian Qualifications Framework (AQF) provides national standards for qualifications in the education and training system. The University of Sydney’s Master of Philosophy (MPhil) is the second-highest qualification on the framework, and the Doctor of Philosophy (PhD) is the highest qualification.
− www.aqf.edu.au
Fees and costs

Domestic students
Most domestic postgraduate students study in a fee-paying place, however, a limited number of Commonwealth supported places (CSPs) may be available for some courses, on a competitive basis. Refer to your chosen course in sydney.edu.au/courses to determine if it offers CSPs.

The tuition fees and, where applicable, student contributions on sydney.edu.au/courses are an estimate only of the fees payable in the advertised calendar year of study. Fees are based on a full-time student enrolment load of 24 credit points per semester, or 48 credit points per year (1.0 EFTSL). If your study load for the year is more or less than 1.0 EFTSL your tuition fee or student contribution amount will differ. Exact student contribution amounts for your course will depend on the specific units of study in which you enrol.

The Australian Government administers the Higher Education Loan Programme (HELP) to assist students with the cost of their fees. To find out if you are eligible to access HELP, visit www.studyassist.gov.au

Research Training Scheme (RTS)
Domestic students undertaking a higher degree by research are covered by the Research Training Scheme (RTS) and are exempt from the payment of tuition fees, but only up to the government-specified maximum for the course. For more information on RTS, visit sydney.edu.au/rts

International students
The tuition fees on sydney.edu.au/courses are an estimate only of the fees payable in the advertised calendar year of study. Fees are based on a full-time student enrolment load of 24 credit points per semester, or 48 credit points per year (1.0 EFTSL). If your study load for the year is more or less than 1.0 EFTSL your tuition fee will differ.

Annual review
The University’s tuition fees for domestic and international postgraduate students are subject to annual review, and will increase each year of your period of study, effective at the start of each calendar year.

Student contribution amounts are also reviewed annually by the University, and will increase each year of your period of study (subject to a maximum student contribution amount determined by the Australian Government), effective at the start of each calendar year. For more information, visit www.studyassist.gov.au

Other costs
In addition to fees, you should budget for:

- additional course costs. Some costs are significant for faculty-specific materials and textbooks, tools, protective clothing, and equipment. For more information about additional costs, visit your faculty’s website at sydney.edu.au/faculties
- the Student Services and Amenities (SSA) fee.

The following costs are specific to international students:

- health insurance through the Overseas Student Health Cover (OSHC) scheme. This is an Australian Government requirement for student visa holders: sydney.edu.au/pg-int-health
- education expenses for students’ children: schools.nsw.edu.au/international
- living expenses such as food and rent: sydney.edu.au/study/finances-fees-costs/living-costs.html

More information
For more information about course-related and other incidental costs, financial assistance, loans, and the availability of scholarships, please visit: sydney.edu.au/study/finances-fees-costs.html

If you have other specific questions about fees or need more information, please get in touch with us: sydney.edu.au/contact-us

Method of payment
There are several ways you can pay the fees that apply to your study. Please note that a surcharge of 0.8 percent will apply for payments made by Visa or MasterCard. The surcharge is subject to review and may change. Information about payment methods and the surcharge is set out at sydney.edu.au/study/finances-fees-costs/fees-and-loans/paying-your-fees.html
## Faculty courses at a glance

<table>
<thead>
<tr>
<th>Course name</th>
<th>Duration (years)</th>
<th>Credit points</th>
<th>Mode of delivery</th>
<th>full time</th>
<th>part time</th>
<th>block mode</th>
<th>flexible</th>
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<tbody>
<tr>
<td><strong>Complex Systems</strong></td>
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<td>–</td>
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<tr>
<td>Master of Complex Systems</td>
<td>2</td>
<td>96</td>
<td>✓</td>
<td>✓</td>
<td>–</td>
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<td><strong>Computing</strong></td>
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<td>Graduate Diploma in Computing</td>
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<tr>
<td>Graduate Certificate in Information Technology</td>
<td>0.5</td>
<td>24</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Graduate Diploma in Information Technology</td>
<td>1</td>
<td>48</td>
<td>✓</td>
<td>✓</td>
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<tr>
<td>Master of Information Technology</td>
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<td>✓</td>
<td>–</td>
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<td>Graduate Diploma in Information Technology Management</td>
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<td>48</td>
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<td>✓</td>
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<tr>
<td>Master of Information Technology Management</td>
<td>1.5</td>
<td>72</td>
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<td>Master of Information Technology / Master of Information Technology Management</td>
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<td><strong>Data Science</strong></td>
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<tr>
<td>Master of Data Science</td>
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<td>48</td>
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<tr>
<td><strong>Health Technology Innovation</strong></td>
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<td>✓</td>
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Note: All courses have a mid-year intake. Please refer to sydney.edu.au/courses for up-to-date course information.
Important dates

Postgraduate Information Evening  
18 May 2016

Semester 2, 2016 applications close  
30 June 2016*

Open Day  
27 August 2016

Postgraduate Information Evening  
12 October 2016

Semester 1, 2017 applications close  
31 January 2017*

To find out about other important University dates, please visit  
- sydney.edu.au/dates

*Some exceptions apply. Please search for your course online to check exact closing dates.
This guide provides the key information you need to apply for a postgraduate degree in project management and project leadership, but the next step is up to you.

To learn more, come and see us on Open Day, attend one of our postgraduate information sessions, call our helpline or visit our website.

sydney.edu.au/postgraduate
sydney.edu.au/engineering

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+61 2 8627 1444 (outside Australia)