



Graduate Dual-Degree

BSB80220 Graduate Diploma of Portfolio Management

BSB80320 Graduate Diploma of Strategic Leadership

Program Guide

Contents

Graduate Dual Degree Program.....	2
Pre-requisites.....	2
About the program	2
Units of study.....	2
Course structure	3
Active mentoring.....	3
Graduate outcomes	4
Study plan	5
Semester 1 – Project, program and portfolio management.....	5
A1.1: OPEN.....	5
A1.2: Virtual workshop series	6
A1.3: Assessment tasks.....	6
Semester 1 study plan.....	7
Semester 2 – Strategic leadership and management.....	8
Residential program.....	8
Industry project – part 1	9
Status reports.....	10
Semester 2 study plan.....	10
Semester 3 – Industry project.....	11
Semester 3 study plan.....	12
Academic information.....	12
Recognition of prior learning (RPL).....	12
Assessment integrity.....	13
Confidentiality.....	13

Graduate Dual Degree Program

Welcome to the Institute of Project Management's Graduate Dual Degree Program:

- BSB80220 Graduate Diploma of Portfolio Management
- BSB80320 Graduate Diploma of Strategic Leadership

This course is designed for people who lead complex programs and portfolios of work as either a Project Director, senior executive or within a Project Management Office.

Pre-requisites

Entry to this program is limited to those who:

- Have completed a Diploma or Advanced Diploma qualification in related fields of study and three (3) years equivalent full-time relevant workplace experience at a significant level of project or program leadership and management responsibility and/or complexity in an enterprise, or
- Have completed a Bachelor degree in related fields of study and two (2) years equivalent full-time relevant workplace experience at a significant level of project or program leadership and management responsibility and/or complexity in an enterprise, or
- Have five (5) years equivalent full-time relevant workplace experience at a significant level of leadership and management responsibility and/or complexity in an enterprise.

About the program

The Institute of Project Management's Graduate Dual Degree Program is delivered over three (3) full-time Semesters of study in exclusive cohorts of no more than 24 people. Here you'll learn as much from your peers as you do from our world-class instructors – and they from you!

This is because small cohorts enable an inclusive learning environment, where every student is relied upon to participate. Unlike in large lecture halls, small classes breed discussion. This immersive, facilitated interaction with your peers will not only guide you to your optimal leadership style; it will forge connections and relationships that will stay with you for the rest of your life.

Our residential and internship programs also enable the unique opportunity to engage with innovative industry professionals from the private, government and not-for-profit sectors. This allows you to meet, question, and even present your ideas to a broad cross-section of leaders at the top of their game.

Ultimately, each graduate cohort is an assembly of talented practitioners who bring their diverse backgrounds and unique experiences to every conversation. Our intimate, interactive and practical approach is intentionally designed to foster executive level learning, networks and growth.

Units of study

To successfully graduate, you will need to evidence competence in the following Australian Qualifications Framework (AQF) units:

- Semester 1 – Project, program and portfolio management
 - BSBPMG810 Prioritise projects and programs
 - BSBPMG811 Select and balance the portfolio
 - BSBPMG812 Manage and review portfolio performance

- 🌀 Semester 2 – Strategic leadership and management
 - BSBLDR812 Develop and cultivate collaborative partnerships and relationships
 - BSBSTR801 Lead innovative thinking and practice
 - BSBSTR802 Lead strategic planning processes for an organisation
- 🌀 Semester 3 – Industry project
 - BSBPMG813 Govern the portfolio
 - BSBPMG814 Lead the portfolio
 - BSBLDR811 Lead strategic transformation

You can learn more about these units and qualifications here:

- 🌀 <https://training.gov.au/Training/Details/BSB80220>
- 🌀 <https://training.gov.au/Training/Details/BSB80320>

Course structure

And instead of teaching units one at a time, our program is structured to align with the way organisations actually deliver projects, programs and portfolios of work. As you will see, studying and applying your knowledge in the way you do things in a live environment (as opposed to learning via discrete ‘knowledge areas’) is a much more practical and enjoyable way to engage with portfolio and strategic management.

What this means (from an administrative perspective) is that your study will proceed in discrete modules of multiple AQF units of competence.

Should you withdraw from the program before completing the Semester you are currently undertaking (even if you are nearly finished) we may not be able to assess you as competent in any of the AQF units in that Semester.

Nevertheless, depending on how far you have progressed at the point of withdrawal, we may be able to assess you as competent in some alternative AQF units – we can have that conversation with you if and when the need arises.

If you would like to see how the AQF units map to our delivery method, we are also more than happy to share our government and industry audited training and assessment model.

Active mentoring

The Graduate Dual Degree Program is delivered with unlimited active mentor support, extending actionable advice on the projects you are working on through the lens of good practice. Our mentors can uniquely support you in this way because they are:

- 🌀 Proven industry experts with a minimum of 10 years’ practical experience in leading complex projects, programs and portfolios of work
- 🌀 Inspiring communicators and creative, critical thinkers
- 🌀 Trained educators, facilitators and mentors

Importantly, they are not professional lecturers who have only learned from text-books and classrooms – they superimpose on the coursework a wealth of project skill and experience from all stakeholder perspectives to bring project management to life.

Your mentor will give you detailed feedback at each stage of the program. If he or she feels that you are not yet ready to progress, then you will be advised on how you can improve your work for reassessment. There is no limit to the number of times you may resubmit your work for feedback – we will stick with you until you get it right!

All email enquiries are responded to within two business days, and the turnaround for assessment feedback is usually within five days. Successful completion of each stage will demonstrate to us (and your present and future employers) that you have the ability to apply the theory you have learnt to practical workplace scenarios.

The one-on-one assignment of mentors to learners also allows a genuine relationship to develop, avoiding a call-centre feel to learner engagement. Contact hours are neither stipulated nor capped, meaning that higher risk learners can access appropriate levels of support and self-motivated participants are not held back.

Note that although assessment tasks are made easier if you are employed in a workplace, those without this opportunity may complete the course as long as they have sufficient access to a program or portfolio environment to facilitate learning and demonstrate competence.

The Institute of Project Management has successfully delivered self-paced learning with active mentor support to a diverse range of global learners in a variety of cultural settings.

Graduate outcomes

Upon completion of our Graduate Dual Degree Program, you will be able to:

- 🌀 Apply advanced strategic and portfolio management concepts, methods and theories
- 🌀 Leverage the interpersonal aspects of strategic and portfolio management
- 🌀 **Strategically transform the way organisations deliver complex portfolios of work**
- 🌀 Evaluate and respond to strategic challenges in all environments
- 🌀 Professionally engage with diverse community of stakeholders
- 🌀 Critically reflect on your own performance and the performance of others

Graduate Dual Degree Program alumni are encouraged to discuss higher education options and pathways with their mentor at the completion of the program.



Study plan

To properly plan your progress, we recommend adopting the following study plan. There is no penalty for completing tasks ahead of schedule – if you have the available time, this is something you may wish to discuss with your mentor.

In your initial meeting with your mentor, you will:

- 🌀 Define the outcomes you want from this program (*why* you are studying)
- 🌀 Plan program scope, time and resource requirements
- 🌀 Consider any risks to program completion and how they might be managed, and
- 🌀 Agree information and communication requirements.

Following this meeting, you, your mentor and (if sponsoring) your employer will sign off and commit to your training plan. Your mentor will assist you in keeping to this plan and maintaining momentum throughout the course.

At regular intervals throughout the course, you will give updates on the status of your study program to your mentor and negotiate changes to your study plan.

This planning process, status updates that follow and your end of course reflection form part of the assessment for the program.

Semester 1	Weeks 1-12	OPEN / weekly workshop series
	Weeks 13-15	Program or portfolio reflection
Semester 2	Weeks 1-5	Residential program
	Weeks 6-15	Industry project (executive internship)
Semester 3	Weeks 1-12	
	Weeks 13-15	Thesis defence

Semester 1 – Project, program and portfolio management

Semester 1 runs for 15 consecutive weeks and introduces you to the principles and good practices of project, program and portfolio management. Upon successfully completing Semester 1, you will be assessed as competent in the following Australian Qualifications Framework (AQF) units:

- 🌀 BSBPMG810 Prioritise projects and programs
- 🌀 BSBPMG811 Select and balance the portfolio
- 🌀 BSBPMG812 Manage and review portfolio performance

A1.1: OPEN

OPEN is the Institute of Project Management's proprietary *Online Project EducatioN* learning hub.

Following a lifecycle approach, the 12 online units in OPEN – each with 10 featured topics with 2-5 microlessons – address all aspects of contemporary project management. A number of well-known and highly regarded methodologies, such as PMBOK, Agile, and PRINCE2, are referenced and integrated into the curriculum.

Visit here to learn more about OPEN: <https://project.edu.au>

Successfully completing all of the **online quizzes** that follow each topic at a minimum passing grade of 70% will satisfy the foundational knowledge requirements for this program.

Those graduates who attain an overall grade of 100% in the OPEN quizzes will be additionally entered into the Institute of Project Management's Order of Merit.

A1.2: Virtual workshop series

Students are also required to attend our 12-session Graduate Dual Degree Program workshop series. The workshop series extends the project management lessons of OPEN into the domain of programs and portfolio management.

Each session runs for 2.5 hours and is a genuine, peer-to-peer facilitated learning experience that goes beyond the traditional textbook, video or PowerPoint pedagogy. Unlike most webinars today, virtual sessions are 100% live with no pre-recorded content.

You cannot just 'press play' and listen to a lecture – the level of interaction demanded through discussion, breakout participation and collaborative portfolio building means that your classmates are depending on you to stay actively engaged and contributing throughout.

Sessions are still recorded for students to privately review; and because we use Zoom to collaborate, virtual classes can be accessed via any desktop computer or iOS / Android tablet or phone.

You join via your OPEN account for high quality streaming, and we request that you share your webcam while you chat to create a panel-like feel.

Our breakout feature also makes it easy for you to actively participate, work together and exchange ideas with your peers, and you can virtually raise your hand at any time to get the facilitators' attention and ask questions.

A1.3: Assessment tasks

In order to successfully demonstrate competence to the requisite standard, you must successfully complete the following assessment tasks:

- 🌀 A3.1: Risk profile analysis of a program or portfolio of work
- 🌀 A3.2: Program or portfolio stakeholder register and communications plan
- 🌀 A3.3: Decision making criteria and framework for project selection
- 🌀 A3.4: Program or portfolio Gantt chart, including:
 - Multi-level project breakdown
 - Project/portfolio schedule with dependencies
 - Detailed resource allocations and overall project budget
- 🌀 A3.5: Program or portfolio risk register and management plan
- 🌀 A3.6: Leadership case study (interview / presentation)
- 🌀 A3.7: Program or portfolio reflection (report)
- 🌀 Close-out meeting (interview)

All assessment tasks must draw upon a recent, real-life professional or personal program or portfolio that you made a significant contribution to. You can prepare these assessment tasks using your workplace resources or the templates provided here: <https://project.edu.au/>

Detailed instructions for each assessment activity can be found in the Semester 1 Assessment Guide.

Semester 1 study plan




Week 1	Online	OPEN Unit 1
	Workshop	Project frameworks
Week 2	Online	OPEN Unit 2
	Workshop	Project stakeholders
	Assessment task	A3.1: Risk profile analysis of a program or portfolio of work
Week 3	Online	OPEN Unit 3
	Workshop	Choosing the right project
Week 4	Online	OPEN Unit 4
	Workshop	Project communication
	Assessment task	A3.2: Program or portfolio stakeholder register and communications plan
Week 5	Online	OPEN Unit 5
	Workshop	Project planning
Week 6	Online	OPEN Unit 6
	Workshop	Procurement
	Assessment task	A3.3: Decision making criteria and framework for project selection
Week 7	Online	OPEN Unit 7
	Workshop	Project risk management
Week 8	Online	OPEN Unit 8
	Workshop	Agile project management
	Assessment task	A3.4: Program or portfolio Gantt chart
Week 9	Online	OPEN Unit 9
	Workshop	Managing project teams
Week 10	Online	OPEN Unit 10
	Workshop	Leading successful projects
	Assessment task	A3.5: Program or portfolio risk register and management plan

Week 11	Online	OPEN Unit 11
	Workshop	Managing project change
Week 12	Online	OPEN Unit 12
	Workshop	Closing projects
Week 13	Assessment task	A3.6: Leadership case study (interview / presentation)
Week 14	Assessment task	A3.7: Program or portfolio reflection (report)
Week 15	Assessment task	Close-out meeting (interview)

Semester 2 – Strategic leadership and management

Semester 2 runs for 16 consecutive weeks and connects the previously introduced principles and good practices of project, program and portfolio management to the strategic opportunity to significantly improve the way an organisation delivers its programs and portfolios of work.

Upon successfully completing Semester 1, you will be assessed as competent in the following Australian Qualifications Framework (AQF) units:

-  BSBLDR812 Develop and cultivate collaborative partnerships and relationships
-  BSBSTR801 Lead innovative thinking and practice
-  BSBSTR802 Lead strategic planning processes for an organisation

Residential program

Join us in Melbourne, Australia for a five-week-long field study where you will apply your newly developed project, program and portfolio management skills to complex organisational challenges in a variety of industry settings.

During this time, you'll immerse yourself in the program, undertake innovative learning activities and build professional networks. The residential program provides an excellent environment and opportunity to build your teamwork, communication, leadership, and interpersonal skills – the very skills that are in high employer demand. You will also participate in meetings and in-depth discussions with international leaders of industry, financial institutions and government organisations.

Ultimately, the residential program will equip you with a new suite of critical and creative problem-solving skills. This will set you up for success in your industry project where you will be expected to optimise strategy and performance across an active portfolio of projects.

A detailed residential program for each intake will be made available in the Semester 2 Assessment Guide.

Industry project – part 1

To complete the industry project students working in pairs must identify a complex public or private portfolio of project work and conduct a comprehensive review of its performance. Ideally, student teams will be strangers to the portfolio they review.

In order to meet the minimum threshold of complexity, the projects, programs or portfolios of work you review must include a minimum of three (3) projects, concurrently performed, that each involve:

- ☞ a full-time equivalent delivery team of three (3) or more people (including a dedicated and independent project manager)
- ☞ detailed project documentation at all stages
- ☞ formal governance structure (for example: a sponsor and/or governance group), and
- ☞ multiple, complex and dynamic stakeholder relationships.

If you do not have access to a portfolio that meets these criteria, you should consult with your mentor as soon as possible, preferably at the commencement of the program. A limited number of internship opportunities will also be available to qualifying students.

The final output of your industry project will take the form of a consultant's report commissioned by the executive leadership of the performing organisation. The report will be aimed at recommending improvements for the firm's performance of future projects. It is **not** a (product) review of the deliverables created by the portfolio.

In addition to common requirements for business writing, the report should address the following:

- ☞ portfolio assets, including (but not limited to):
 - ☞ processes and procedures
 - ☞ systems (for example: templates and software)
 - ☞ initiation, planning, delivery and close documentation and assets, and
- ☞ portfolio performance, including (but not limited to):
 - ☞ planned versus actual performance to scope, schedule and budget
 - ☞ stakeholder identification and engagement
 - ☞ business case development
 - ☞ scope definition and management
 - ☞ schedule development and control
 - ☞ cost estimating and control
 - ☞ procurement and contract management
 - ☞ risk identification, prioritisation and treatment
 - ☞ program/portfolio team management and performance
 - ☞ program/portfolio governance and change control, and
 - ☞ other lessons learned.

You report must:

- ☞ demonstrate the application of situationally appropriate best-practices in leading people, processes, projects and change in complex and dynamic environments, and
- ☞ identify strategic opportunities and contribute to personal, professional and organisational improvement.

At a minimum, you would be expected to conduct detailed interviews with the portfolio manager, project managers, project teams, project sponsors and a client representatives. Other project stakeholders should also be consulted. This can be done using a variety of methods, including interviews, workshops and surveys.

For assessment purposes, your report is to be at least **10,000 words** in length. The word count does not include the executive summary, headings and titles, guidance text, footnotes, references and/or appendices. The executive summary must not be more than 10% of the overall word count.

A template to support this review can be found at: <https://project.edu.au> or you can use the workplace assets of the sponsoring organisation. Detailed guidance for the related assessment activities can be found in the Semester 2 and Semester 3 Assessment Guides.

Status reports

At weekly intervals throughout the industry project, you will be required to report status to your mentor in individual, team or group settings.

Your mentor is an excellent resource throughout this process to bounce ideas off and begin to challenge some of your formative analysis. Although your mentor will not direct your progress, they can support, encourage and guide you at each stage of the journey.

You will also be asked to confirm your progress against the previously agreed study training plan. In following the standard status report format, you will be asked about your industry project's:

- 🌀 Overall status, as well schedule, budget and scope status
- 🌀 Work completed since the last report
- 🌀 Work to be completed by the next report
- 🌀 Exceptions, including:
 - Any issues or risks and their priority
 - Their impact on schedule, budget, scope, outcomes and any other factors
 - Actions required or currently in place

If necessary, changes to the training plan should be negotiated and agreed upon by stakeholders.

These status reports are typically recorded via Zoom to provide evidence of your competence. You may refer to notes in these interviews; however, you cannot read from a script. We retain the recordings as per our regulatory obligations and privacy policy.

Semester 2 study plan

Residential		
Week 1	Workshop (1 day)	Induction / orientation
	Practicum (1 day)	Networking event
Week 2	Workshop (4 days)	Values, methodology
	Practicum (1 day)	Industry tours
Week 3	Workshop (4 days)	Leadership, benchmarks
	Practicum (1 day)	Industry tours

Week 4	Workshop (4 days)	Incentives, communities of practice
	Practicum (1 day)	Industry tours
Week 5	Workshop (4 days)	Renewal, industry project
	Practicum (1 day)	Industry tours, networking event
Industry project		
Week 6	Background	Individual mentor meeting and status report
Week 7		Team mentor meeting and status report
Week 8	Project planning	Individual mentor meeting and status report
Week 9		Group presentations
Week 10		Individual mentor meeting and status report
Week 11		Team mentor meeting and status report
Week 12	Process review	Individual mentor meeting and status report
Week 13		Group presentations
Week 14		Individual mentor meeting and status report
Week 15		Team mentor meeting and status report

Semester 3 – Industry project

In academic terms, the report you prepare for your industry project is your **thesis**. Your thesis represents your collective understanding of the twin themes of strategic leadership and portfolio management. The culminating activity of this course will be a two-part defence of your thesis.

In this case, “defend” does not imply that you will have to aggressively argue the merits of your work. Rather, the thesis defence allows interested stakeholders to ask questions and make sure that you comprehensively understand your field and focus area.

In the first instance, student teams will make a full presentation of their findings, recommendations and implementation plan to the executive of the sponsoring organisation. Beyond a deep understanding of the portfolio you have reviewed and its potential for strategic improvement, teams need to be familiar with larger issues, such as portfolio management frameworks, theories and contextual best practices.

Following this, you will need to make an individual, three-minute thesis pitch and subsequent defence to your mentor. Your mentor will then guide you through a reflection on the program and its outcomes. Detail on the two-part thesis defence can be found in the Semester 3 Assessment Guides.

Semester 3 study plan

Week 1	Stakeholder engagement	Individual mentor meeting and status report
Week 2		Team mentor meeting and status report
Week 3		Individual mentor meeting and status report
Week 4		Group presentations
Week 5	Analysis	Individual mentor meeting and status report
Week 6		Team mentor meeting and status report
Week 7		Individual mentor meeting and status report
Week 8		Group presentations
Week 9	Reporting	Individual mentor meeting and status report
Week 10		Group presentations
Week 11		Individual mentor meeting and status report
Week 12		Team mentor meeting and final report
Week 13	Thesis defence	Defence rehearsal
Week 14		Team presentation
Week 15		Individual presentation and reflection

Academic information

Recognition of prior learning (RPL)

The Institute of Project Management accepts that learning takes place through formal study, informal learning in the workplace and from life experience. Our [Recognition of Prior Learning Policy](#) outlines how you may apply to have your prior learning recognised by the Institute and what procedures the Institute has in place to assess your learning and work/life experience.

Because of the unique structure of this program, students are typically awarded RPL for:

- ☰ Relevant coursework independently assessed by an accredited educational institution, and/or
- ☰ Relevant documents prepared for workplace projects that meet the standards for assessment stipulated in this guide.

Please consult directly with your mentor if you are seeking RPL for any part or all of your Graduate Dual Degree Program.

More about our student policies, including your rights and obligations, can be found here:

- ☰ <https://project.edu.au/student-handbook/>

Assessment integrity

Academic misconduct includes cheating, plagiarism, allowing another candidate to copy work for an assignment or an examination, and any other conduct by which a candidate:

- 🌀 seeks to gain, for themselves or for any other person, any academic advantage or advancement to which they or that other person is not entitled, or
- 🌀 improperly disadvantages any other candidate.

Plagiarism is a form of cheating. It is taking and using someone else's thoughts, writings or inventions and representing them as your own, for example:

- 🌀 using another author's words without attribution
- 🌀 submitting for original assessment a project document that was prepared by someone else in your organisation, or
- 🌀 copying another candidate's work.

It is **not** plagiarism when you:

- 🌀 use another author's words, putting them in quotation marks and acknowledging the source; *for example*, quoting the project's objectives from the project charter in your reflection, or
- 🌀 collaborating with or seeking feedback from others on assessment tasks, as long as you remain the principal author and document owner.

All your assessable works may be submitted to the plagiarism checking service *TurnItIn* to obtain a report on possible instances of plagiarism. Assessable works may also be included in a reference database. Candidates engaging in any form of academic misconduct may be subject to the imposition of penalties that range from a deduction or cancellation of marks to exclusion from the course.

Confidentiality

Although all the information you share with us is managed in accordance with our [Privacy Policy](#), when completing assessment tasks, please take every care to de-identify or redact confidential stakeholder or organisational information.

If you have concerns about the impact this may have on your ability to demonstrate your competence and complete this course, please raise this with your mentor at the earliest opportunity.

