Leading Complex Projects (Online) – Program Topics

The Leading Complex Projects program curriculum covers the following topics:

Module 1 | From Traditional to Complex Projects: Understanding Complexities
Learn what makes projects complex, how chaos and complexity affect projects, and apply complexity theory to project management.

Module 2 | Strategic Project Management and Complexity Mapping
Explore the three types of project complexity — structural, emergent, and sociopolitical complexities — and use checklist models and weighted scoring models to select and prioritize projects.

Module 3 | Structural Complexities: Responding to the Challenges of Scale and Pace
Learn the five steps to defining a project and how to lead both planned and unplanned urgent projects.

Module 4 | Structural Complexities: Time and Resource Allocation
Assign resources and manage scheduling with the Integrated Project Schedule, and manage large, complex projects with tools, including The Convergence Plan, The Program Tool, and The Program Directorate.

Module 5 | Emergent Complexities: Planning, Monitoring, and Controlling Projects
Explore project management methodologies (traditional, iterative, and adaptive), performance evaluation methods, and learn to use complexity to deal with troubled projects.

Module 6 | Emergent Complexities: Risk Management
Understand the importance and benefits of risk management, explore qualitative and quantitative risk assessment, and learn to deal with complex projects with a large number of dependencies and external factors.

Module 7 | Sociopolitical Complexities: Navigating Power, Politics, and People
Explore stakeholder management and change management, learn to create high-performing teams and build successful virtual teams, and navigate change and uncertainty.

Module 8 | Leading Complex Projects
Understand the ASE leadership framework for leading complex projects — Adaptive Intelligence, Social Intelligence, and Entrepreneurial Intelligence — and learn how to govern and leverage complexity.

Capstone Project
The two-month Leading Complex Projects program culminates with a capstone project in which you create a strategy to navigate structural, emergent, and sociopolitical complexities of your own project.