

Strategic Issues in Research Management

Unit outline for approval as minor change to Graduate Certificate in Research Commercialisation (QUT course code IX97). February 27, 2008.

UNIT CODE: IFP108

UNIT TITLE: Strategic Issues in Research Management

DISCIPLINE CODE:

Credit Points: 12

Semester(s) of Offer: 1 and 2

Year(s) of Offer: 2007 onwards

Prerequisite(s): Principles and Practice of Research Management or equivalent

Co-requisite(s): Nil

Coordinator: Rod Wissler

1 Rationale

Research Management is an increasingly specialised and complex professional field involving both values-based strategic decision-making and a plethora of inter-related compliance, governance and administrative functions. Research Management takes place in both public and private sector contexts, and facilitates delivery of the economic, social and cultural benefits expected of research.

This unit, the second of two focussed on Research Management issues, deals with a number of the key strategic concerns which are part of a senior research manager's activity.

2 Aims

This unit aims to provide a foundation of understandings and skills for the exercise of senior research management roles relating to research governance, research investment, research organisation development and multi-partner research collaboration. It includes a focus throughout on quality assurance and risk management.

3 Objectives

On completion of the unit, you will:

- a) have an understanding of
 - Initiating and Building multi-partner research collaboration
 - Managing Research Governance
 - Managing Research Investment
 - Research organisation development – mission and strategy
- b) have developed some skill in one or more of the key activities of the senior research manager e.g.
 - framing an annual budget
 - developing a strategic plan
 - complaint management
 - framing an institutional collaboration proposal

4 Content

This unit allows you to engage with the following content areas, to extend your understanding of these key domains of research management activity and to develop decision-making skills in some of the high level research management tasks which apply to them.

- **Initiating and Building multi-partner research collaboration**
Effective network development

New venture formation, including company structures and forms of agreement
International perspectives

- **Managing Research Governance**

Governance frameworks

Research codes, compliance and complaints

Company Directorships, Boards, Legislation

- **Managing Research Investment**

Financing research through diverse revenue streams (eg tax frameworks for R&D and other Government subventions, venture capital, research commercialisation)

The role of incentive schemes

The annual budget cycle – framing investment strategy to assessing return on investment

- **Research organisation development – mission and strategy**

Strategic planning - people, infrastructure, culture

Achieving buy-in through effective communication

Quality Assurance and Risk Management

5 Teaching and Learning

The design of the unit encourages active learning through online collaboration. While the unit moderator (teacher) provides expert content input and guides your learning, the peer learning opportunities are equally important, as the class group will include a significant cohort of practicing research management professionals. You will participate and interact in the online learning environment provided by this unit in a variety of ways, including:

a) Reading and responding to online content, including completion of online quizzes

b) Participating in online interactions such as forums and chat sessions

c) Engaging in formal assessment tasks (reading, reflecting, responding, writing, discussing)
The emphasis in formal assessment tasks will be on extending your conceptual reach through your own experience and knowledge, and to facilitate this, opportunity will be provided for workplace-based assessment tasks and workplace-relevant modes (eg case studies, project reports, project plans, presentations).

Opportunities will be provided for formation of groups and for participation in externally provided expert workshops, seminars and information sessions.

6 Assessment

Summative Assessment

a) Type: Forum and personal journal contributions (objectives 3a, 3b)

Description: You are required to contribute weekly to the Online Forums (on response to weekly stimulus questions or responses to designated key reading) and also to a Personal Journal (online blog), as a record of personal reflections on your progress through the unit.

Due date: Ongoing

Weight: 30%

- b) Type: Short answer tests (objectives 3a, 3b)

Description: You are required to complete three short-answer tests at regular intervals.

Due date: Week 2, Week 5, Week 7
Weight: 30%

- c) Type: Assignment (objective 3a, 3b)

Description: You are required to develop a workplace-relevant strategy document (eg report, plan, proposal, presentation) in the final stage of the unit. This document will allow for in depth treatment of one or more of the key content domains (section 4 above) in the context of a case study organisation. This may be completed as a group task.

You will have the opportunity to submit a concept draft of the assignment for formative feedback.

Due date: End of unit (final version)
Weight: 40%

- d) Formative Assessment (objectives 3a, 3b)

Description: The unit moderator will be able to respond to email enquiries throughout the unit, s/he will provide written feedback on short answer tests within one week of completion and you will also have the opportunity to participate in online chat sessions. Together, these provide for ongoing evaluation of your progress through the unit, for example through moderator and peer feedback on forum and journal posting, and also an assignment draft.
Weight: 0%

7. Resource Materials

The key resource is the unit website. Reference materials are provided online in the unit's 'Resources' section and throughout the body of the website. They include:

- Documents for download
- Links to offsite websites and web pages

You will also have access to:

- An online chat facility
- A personal journal/blog site
- Online discussion forums

The resources are identified in relation particularly to the topics covered on a weekly basis, as described in the semester calendar for the unit to be provided to students in week one.

8. Risk Management

There are no out-of-the-ordinary risks, other than those relating to the functioning of the internet and the provision of QUT systems access to the website for enrolled students.