



CORPORATE AND ACADEMIC SERVICES

MODULE SPECIFICATION

| Part 1: Basic Data    |                                                                                                                                                                                          |                    |                                       |             |          |
|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|---------------------------------------|-------------|----------|
| Module Title          | Project Management                                                                                                                                                                       |                    |                                       |             |          |
| Module Code           | UMMC9V-15-M                                                                                                                                                                              | Level              | M                                     | Version     | 2        |
| Owning Faculty        | FBL                                                                                                                                                                                      | Field              | Operations and Information Management |             |          |
| Contributes towards   | MSc Management, MSc International Management, MSc Events Management, MSc Leadership and Management , MSc International Tourism Management; MA Leadership and Media Production Management |                    |                                       |             |          |
| UWE Credit Rating     | 15                                                                                                                                                                                       | ECTS Credit Rating | 7.5                                   | Module Type | Standard |
| Pre-requisites        | None                                                                                                                                                                                     |                    | Co- requisites                        | None        |          |
| Excluded Combinations | None                                                                                                                                                                                     |                    | Module Entry requirements             |             |          |
| Valid From            | September 2002 (Revised 2011)                                                                                                                                                            |                    | Valid to                              |             |          |

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| <b>CAP Approval Date</b> | 28/3/12 |
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| Part 2: Learning and Teaching |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| Learning Outcomes             | <p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> <li>• Demonstrate critical knowledge of relevant project management theoretical concepts and frameworks;</li> <li>• Critically analyse and evaluate current project management practices in organisations and offer competent suggestions for improvements of existing project management processes;</li> <li>• Critically apply, tools and techniques applicable to problem solving and managerial decision making in a range of project environments;</li> <li>• Use appropriate approaches, tools and techniques to support project planning, monitoring, control, evaluation, project risk analysis and risk management;</li> <li>• Identify and critically examine the criteria for measuring successful performance of a given project, and understand and respond to the critical success factors;</li> <li>• Design an effective reporting process and to demonstrate use of a variety of documents to support project planning, monitoring and control activities;</li> <li>• Use written formats to communicate ideas and information clearly, effectively and in a reasoned way.</li> </ul> <p><b>All of these outcomes are assessed.</b></p> <p>In addition the educational experience may explore, develop, and practise <u>but not formally discretely assess</u> the following:</p> <ul style="list-style-type: none"> <li>• Working with minimum guidance;</li> <li>• Contributing as an effective team member;</li> </ul> |

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|                                   | <ul style="list-style-type: none"> <li>Presenting ideas orally;</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Syllabus Outline                  | <p><u>Projects and project management in contemporary business environments</u></p> <ul style="list-style-type: none"> <li>Definitions and generic typology of projects;</li> <li>The phenomenon of project life cycle and alternative approaches to management of projects;</li> <li>Conventional and emerging criteria for project success;</li> <li>introduction to project management techniques, methods and processes;</li> </ul> <p><u>Strategic planning context for project management</u></p> <ul style="list-style-type: none"> <li>Project selection</li> <li>Project proposal, project brief, tendering and bidding procedures</li> <li>Contracts and procurement strategies</li> </ul> <p><u>Organisational design for project management:</u></p> <ul style="list-style-type: none"> <li>Project organisation structure</li> <li>Project manager's authority, responsibility and accountability</li> </ul> <p><u>Interpersonal dynamics in project management:</u></p> <ul style="list-style-type: none"> <li>Communication and culture</li> <li>Conflict management</li> <li>Negotiation techniques</li> <li>Project leadership and project team</li> </ul> <p><u>Dynamics of the project life cycle</u></p> <ul style="list-style-type: none"> <li>The project planning process: tools and techniques and their applications to a variety of project types;</li> </ul> <p><u>Project implementation</u></p> <ul style="list-style-type: none"> <li>Project monitoring and control tools and techniques</li> <li>Configuration management, milestone-based control, activity based control, change management</li> </ul> <p><u>Project variance and change</u></p> <ul style="list-style-type: none"> <li>Cost control: cost variance, earned-value analysis, S-curve</li> <li>project stakeholder management,</li> </ul> <p><u>Project uncertainty and decision making</u></p> <ul style="list-style-type: none"> <li>types of project evaluation; project audit</li> <li>project risk assessment and risk management</li> </ul> <p><u>Successful project outcomes &amp; the future of project management</u></p> <ul style="list-style-type: none"> <li>project termination</li> <li>organisational change projects</li> <li>project management information systems</li> <li>the future of PM profession and the role of management development and training</li> </ul> |
| Contact Hours/<br>Scheduled Hours | Scheduled class contact time for this module is usually 24 hours spread across 12 sessions. There is also a block version of 24 hours spread across 3 days. Additional opportunities exist for non-class contact to discuss proposal and assignments.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Teaching and Learning Methods     | <p><b>Scheduled learning</b> includes workshops that combine lectures as well as case-based practical problem solving. In addition the educational experience may explore, develop, and practise <u>but not formally discretely assess</u> the following:</p> <ul style="list-style-type: none"> <li>Working with minimum guidance;</li> <li>Contributing as an effective team member;</li> <li>Presenting ideas orally;</li> </ul> <p>There is a wide range of case studies, examples and exercises to cover different</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

industrial sectors, types of projects and geographical regions.  
 Session materials will be made available in advance, through Blackboard, and students are encouraged to use the module web pages to aid their preparation for class sessions as well as to facilitate discussion within the cohort and with the module tutor.

**Independent learning** includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc.  
 Students are encouraged to relate the knowledge gained throughout the course to their own working environment in a creative way, and to try to find competent solutions to the current problems in managing projects in their organisations.  
 Students will also need to work independently to deepen their understanding of issues related to project management by finding, selecting and making use of relevant reading material as part of their private study. They will be encouraged to use the study skills web pages to support their learning.

Key Information Sets Information

| <b>Key Information Set - Module data</b> |                                             |                         |                       |                 |
|------------------------------------------|---------------------------------------------|-------------------------|-----------------------|-----------------|
| <i>Number of credits for this module</i> |                                             |                         |                       |                 |
|                                          |                                             |                         |                       | 15              |
| Hours to be allocated                    | Scheduled learning and teaching study hours | Independent study hours | Placement study hours | Allocated Hours |
| 150                                      | 24                                          | 126                     | 0                     | 150             |



The table below indicates as a percentage the total assessment of the module which constitutes a -

| Total assessment of the module:      |      |
|--------------------------------------|------|
| Written exam assessment percentage   | 0%   |
| Coursework assessment percentage     | 100% |
| Practical exam assessment percentage | 0%   |
|                                      | 100% |

Reading Strategy

All students will be encouraged to make full use of the print and electronic resources available to them through membership of the University. These include a range of electronic journals and a wide variety of resources available through websites and information gateways. The University Library web pages provide access to subject relevant resources and services and to the library catalogue. Many of these resources can be accessed remotely. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources effectively.

Students will be directed and expected to undertake essential reading throughout the module. However, depending upon specific topics addressed over the course of the module, students will be expected to undertake additional reading for themselves. A list of indicative textbooks and relevant journals is provided below but students are expected to recognise that these may be starting points only and that they should extend their reading as widely as is necessary to demonstrate a comprehensive knowledge.

**Essential reading**

Students are expected to purchase or have open access to following text as it is considered core to the module:-

Gardiner, Paul (2005) *Project Management, a strategic approach* Palgrave

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|                         | Macmillan. [Note a new version is expected to be published in April 2014]                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Indicative Reading List | <p>This list of examples is provided for validation purposes only. Current advice on reading is provided in the annual module handbook and other more frequently updated sources.</p> <p>Meredith and Mantel (2011) <i>Project Management , a Management Approach</i></p> <p>Mantel (2011) <i>Project Management in practice</i></p> <p>Cleland and Ireland (2007) <i>The Project Managers Handbook.</i></p> <p>Maylor H. (2010) <i>Project Management.</i></p> <p>Frame J D, (2002) <i>The New Project Management, Tools for an Age of Rapid Change</i></p> <p>Turner J R and Cochrane R A (1993) “The goals and methods matrix: coping with projects for which the goals and /or methods of achieving them are ill-defined”, <i>International Journal of project Management</i>, Vol.11, No. 2</p> <p><u>Journals</u><br/> Publications by the Association for Project Management (e.g. The PRAM guide)<br/> The International Journal of Project Management<br/> The Project Management Journal<br/> Harvard Business Review<br/> European Management Journal<br/> International Journal of Quality and Reliability Management<br/> The Economist<br/> The Financial Times</p> |

| <b>Part 3: Assessment</b>                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |
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| Assessment Strategy                                                              | <p>The individual assignment is designed to encourage critical reflection on the material covered in the course and/or the application of the extant body of knowledge to a real-life project situation. The assignment is based on the concept of project evaluation and integrates the major learning outcomes above by addressing: the understanding of the concept of project performance criteria and measurement; ability to critically analyse the complexity of a specific project situation, the project management process and team behaviour associated with it.</p> <p>Students are required to submit a proposal (25%) upon which they receive formative feedback and then a full report (75%) which can build upon that feedback.</p> |                  |
| Identify final assessment component and element                                  | <b>Component B</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                  |
| <b>% weighting between components A and B</b> (Standard modules only)            | <b>A:</b><br>25%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <b>B:</b><br>75% |
| <b>First Sit</b>                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |
| <b>Component A</b> (controlled conditions)<br><b>Description of each element</b> | <b>Element weighting</b><br>(as % of component)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |
| 1. Proposal (800 words)                                                          | 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |
| <b>Component B</b><br><b>Description of each element</b>                         | <b>Element weighting</b><br>(as % of component)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                  |
| 1. Final report (3000 words)                                                     | 100%                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                  |

| <b>Resit (further attendance at taught classes is not required)</b>                                                                                                     |                                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------|
| <b>Component A</b> (controlled conditions)<br><b>Description of each element</b>                                                                                        | <b>Element weighting</b><br>(as % of component) |
| 1. Proposal (800 words)                                                                                                                                                 | 100%                                            |
| <b>Component B</b><br><b>Description of each element</b>                                                                                                                | <b>Element weighting</b><br>(as % of component) |
| 1. Final report (3000 words)                                                                                                                                            | 100%                                            |
| If a student is permitted an <b>EXCEPTIONAL RETAKE</b> of the module the assessment will be that indicated by the Module Description at the time that retake commences. |                                                 |