

CORPORATE AND ACADEMIC SERVICES




MODULE SPECIFICATION

Part 1: Basic Data					
Module Title	Project Management				
Module Code	UMMC9V-15-M		Level	M	Version 2.2
UWE Credit Rating	15	ECTS Credit Rating	7.5	WBL module?	No
Owning Faculty	FBL		Field	Operations and Information Management	
Department	BBS (B & M)		Module Type	Standard	
Contributes towards	MSc Management, MSc International Management, MSc Events Management, MSc Leadership and Management , MSc International Tourism Management; MA Leadership and Media Production Management				
Pre-requisites	None		Co- requisites	None	
Excluded Combinations	None		Module Entry requirements	None	
First CAP Approval Date	QMAC 2011		Valid from	September 2011	
Revision CAP Approval Date	26 March 2015		Revised with effect from	September 2015	

Review Date	Sept 2017
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Part 2: Learning and Teaching	
Learning Outcomes	<p>On successful completion of this module students will be able to:</p> <ul style="list-style-type: none"> • Demonstrate critical knowledge of relevant project management theoretical concepts and frameworks, and the rationale for managing complex tasks as project; (Component A and B) • Critically analyse and evaluate current project management practices in organisations; (Component A) • Critically apply, tools and techniques applicable to problem solving and managerial decision making in a range of project environments; (Component A and B) • Use appropriate approaches, tools and techniques to support project planning, monitoring, control, evaluation, project risk analysis and risk management; (Component B) • Identify and critically examine the criteria for measuring successful performance of a project, and understand the impacts of the critical success factors; (Component B) • Design an effective project governance and to demonstrate use of a variety of soft skills to support project management processes (Component A and B)

	<p>All of these outcomes are assessed.</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"> • Working with uncertainty; • Contributing as an effective team member; • Presenting ideas precisely;
Syllabus Outline	<p><u>Projects and project management in contemporary business environments</u></p> <ul style="list-style-type: none"> • Definitions and generic typology of projects; • The phenomenon of project life cycle and alternative approaches to defining project life cycle • introduction to project management techniques, methods and processes; <ul style="list-style-type: none"> • <u>Project initiation</u>The purpose and contents of a Project Business Case • The authorship and ownership of the Project Business Case • The iron triangle and other aspects for measuring project success <ul style="list-style-type: none"> • <u>Project Scope and Stakeholder management</u> Project stakeholders management process and the benefits <p>Scope creep, Product Breakdown Structure, Work Breakdown Structure, Cost Breakdown Structure, Orgqanisation Breakdown Structure, Responsibility Assignment Matrix</p> <p><u>Interpersonal dynamics in project management:</u></p> <ul style="list-style-type: none"> • Effective Communication in project context • Conflict management • Negotiation techniques • Project leadership and project team <ul style="list-style-type: none"> • <u>Project planning and scheduling</u> Contents and authorship of Project Management Plan • Scheduling techniques and critical path analysis <p>Resource planning, levelling and smoothing techniques</p> <p><u>Project uncertainty management</u></p> <ul style="list-style-type: none"> • Threats and opportunities in project context • Issue management process <p><u>Project cost management</u></p> <ul style="list-style-type: none"> • Cost control, estimate and budgeting <p><u>Project governance</u></p> <ul style="list-style-type: none"> • Functional organizational structure Project-based organizational structure Matrix organizational structure and their advantages/disadvantages <p><u>Project implementation</u></p> <ul style="list-style-type: none"> • Project monitoring techniques including tracking Gantt chart, milestone analysis, S curve and Earned value management • Evaluating project performance <p><u>Project termination</u></p> <p><u>Project termination</u></p> <ul style="list-style-type: none"> • Closing out activities, • Project review and benefits management <p><u>Strategic project management</u></p> <ul style="list-style-type: none"> • Programme management and portfolio management, • Project Management Office •

Contact Hours/ 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 assignments.																																																				
Teaching and Learning Methods	<p>Scheduled learning includes workshops that combine lectures as well as case-based practical problem solving.</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"> • Working with uncertainty; • Contributing as an effective team member; • Presenting ideas precisely; <p>There is a wide range of case studies, examples and exercises to cover different industrial sectors, types of projects and geographical regions.</p> <p>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.</p> <p>Independent learning includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc.</p> <p>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.</p> <p>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.</p>																																																				
Key Information Sets Information	<p>Key Information Set - Module data</p> <table border="1"> <tr> <td colspan="5">Number of credits for this module</td><td>15</td></tr> <tr> <td>Hours to be allocated</td><td>Scheduled learning and teaching study hours</td><td>Independent study hours</td><td>Placement study hours</td><td>Allocated Hours</td><td></td></tr> <tr> <td>150</td><td>24</td><td>126</td><td>0</td><td>150</td><td></td></tr> </table> <p>The table below indicates as a percentage the total assessment of the module which constitutes a -</p> <table border="1"> <tr> <td colspan="5">Total assessment of the module:</td><td></td></tr> <tr> <td colspan="5">Written exam assessment percentage</td><td>0%</td></tr> <tr> <td colspan="5">Coursework assessment percentage</td><td>100%</td></tr> <tr> <td colspan="5">Practical exam assessment percentage</td><td>0%</td></tr> <tr> <td colspan="5"></td><td>100%</td></tr> </table>					Number of credits for this module					15	Hours to be allocated	Scheduled learning and teaching study hours	Independent study hours	Placement study hours	Allocated Hours		150	24	126	0	150		Total assessment of the module:						Written exam assessment percentage					0%	Coursework assessment percentage					100%	Practical exam assessment percentage					0%						100%
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Reading Strategy	<p>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.</p> <p>Students will be directed and expected to undertake essential reading throughout</p>																																																				

	<p>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.</p> <p>Essential reading Students are expected to purchase or have open access to following text as it is considered core to the module:-</p> <p>Pinto, J. K. (2013). <i>Project management: Achieving competitive advantage</i>. Pearson/Prentice Hall.</p> <p>Maylor H. (2010) <i>Project Management</i>. 4th ed, FT/Prentice Hall</p>
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, J. R., & Mantel Jr, S. J. (2011). <i>Project management: a managerial approach</i>. John Wiley & Sons.</p> <p>Cleland, D. I., & Ireland, L. R. (2007). <i>Project manager's handbook: applying best practices across global industries</i>. McGraw-Hill Professional.</p> <p>Gardiner, P. (2005). <i>Project Management, a strategic approach</i> Palgrave Macmillan.</p> <p>Frame, J. D. (2002). <i>The new project management: tools for an age of rapid change, complexity, and other business realities</i>. John Wiley & Sons.</p> <p><u>Journals</u> Publications by the Association for Project Management (e.g. The PRAM guide) The International Journal of Project Management The Project Management Journal Harvard Business Review European Management Journal International Journal of Quality and Reliability Management The Economist The Financial Times</p>

Part 3: Assessment

Assessment Strategy	<p>The group element of component A is designed to develop a Project Business Case which justifies a project's rationale based on clear definition of a given problem(s), the considerations on risks, impacts on operations, risks and costs should also be documented in this Project Business Case. To the defined problem(s) several solutions should be developed and evaluated with their benefits and values compared and contrasted, before recommending a preferred solution to executive board. The individual element of Component B is for students to reflect on the soft skills and team dynamics which are important for developing project management competencies.</p> <p>The component B is designed to apply the project management techniques and processes in a project plan. Based on the Project Business Case, the students need to individually develop a Project Plan comprising scope definition and Work Break Down structure, considerations on resources requirements, risk management, stakeholder management process etc..</p>
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Identify final assessment component and element	Component B	
% weighting between components A and B (Standard modules only)	A:	B:
	25%	75%
First Sit		
Component A (controlled conditions) Description of each element	Element weighting (as % of component)	
1. Group work: (800 words)	60%	
2. individual self-reflection (500 words)	40%	
Component B Description of each element	Element weighting (as % of component)	
1. Final report (2,500 words)	100%	

Resit (further attendance at taught classes is not required)	
Component A (controlled conditions) Description of each element	Element weighting (as % of component)
1. individual self-reflection (500 words)	100%
Component B Description of each element	Element weighting (as % of component)
1. Final report (2500words)	100%
If a student is permitted a retake of the module the assessment will be that indicated by the Module Description at the time that retake commences.	