



University of the
West of England

MODULE SPECIFICATION

Code: UMMC9V-15-M **Title:** Project Management **Version:** 1
Level: M **UWE credit rating:** 15 **ECTS credit rating:** 7.5

Module type: Standard

Owning Faculty: FBL **Field:** Operations and Information Management

Valid from: 1 September 2002

Discontinued from:

Contributes towards: MSc Management, MSc International Management, MA Organisational Learning and Change

Pre-requisites: None

Co-requisites: None

Excluded combinations: None

Learning outcomes:

Students will be able to -

- apply a variety of theoretical concepts and frameworks on which the project management knowledge systems is based;
- apply effective methodologies, tools and techniques applicable to managing contemporary projects;
- apply knowledge and understanding of traditional and emerging modes of application of project management philosophy in contemporary organisational environments.

Cognitive skills

- Ability to critically evaluate the applicability and effectiveness of available project management concepts, methodologies and techniques to problem solving and managerial decision making in a range of project environments.

Subject related practitioner / professional skills

- develop a skill to critically analyse and evaluate current project management practices in organisations and offer competent suggestions for improvements of existing project management processes;
- Identify and examine the criteria for measuring successful performance of a given project, and understand and respond to the critical success factors;
- Develop a skill to cope with pressures caused by limited power base, availability of resources and multi-objective nature of a project coalition;
- use appropriate approaches, tools and techniques to project planning, monitoring, control, evaluation, project risk analysis and risk management;
- ability to design an effective reporting process and to use a variety of documents to support project planning, monitoring and control activities.

Other transferable skills

- apply knowledge and skills from this multidisciplinary subject, such as time management, multidisciplinary team working, conflict management, stakeholder analysis etc, to other areas of general and functional management, particularly to strategic and human resource management, and management of business operations.

Syllabus outline:

The aim of the module is to offer a theoretical and practical perspective on critical factors for successful management of projects and to provide the participants with a comprehensive insight into the realities of project management processes in a variety of contemporary organisational settings.

Projects and project management in contemporary business environments

- Definitions and generic typology of projects;
- the phenomenon of project life cycle and alternative approaches to management of projects;
- Conventional and emerging criteria for project success;
- introduction to project management techniques, methods and processes;

Understanding project environment

strategic implications

- project selection
- project proposal, project brief, tendering and bidding procedures
- contracts and procurement strategies

Organisational design for project management:

- project organisation structure
- project manager's authority, responsibility and accountability

Interpersonal dynamics:

- communication and culture
- conflict management
- negotiation techniques
- project leadership and project team

Dynamics of project life cycle

- project planning process:
 - tools and techniques and their applications to a variety of project types;

Project implementation

- project monitoring and control tools and techniques
- configuration management, milestone-based control, activity based control, change management

Variance and change

- cost control: cost variance, earned-value analysis, S-curve
- project stakeholder management,

Uncertainty and decision making

- types of project evaluation; project audit
- project risk assessment and risk management

Project success: a multiple perspective view

Project deliverable / outcome

- project termination
- organisational change projects
- project management information systems
- the future of PM profession and the role of management development and training

Teaching and learning methods:

Besides the taught part of the course, there is a wide range of case studies, examples and exercises to cover different industrial sectors, types of projects and geographical regions. 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.

Indicative sources:

Young T (1998) *The Handbook of Project Management – A Practical Guide of Effective Policies and Procedures*, Institute of Directors – Kogan Page

Mantel, Meredith, Shafer and Sutton (2001) 'Evaluating and terminating the project' in *Project Management in*

