



Module Specification

Project Management in a Complex World

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Part 1: Information

Module title: Project Management in a Complex World

Module code: UMMDF6-15-M

Level: Level 7

For implementation from: 2023-24

UWE credit rating: 15

ECTS credit rating: 7.5

Faculty: Faculty of Business & Law

Department: FBL Dept of Business & Management

Partner institutions: None

Delivery locations: Not in use for Modules

Field: Operations and Information Management

Module type: Module

Pre-requisites: None

Excluded combinations: None

Co-requisites: None

Continuing professional development: No

Professional, statutory or regulatory body requirements: None

Part 2: Description

Overview: Not applicable

Features: Not applicable

Educational aims: In addition to the Learning Outcomes, the module may explore, develop and practice the following:

The ability to work effectively to an agreed timescale, both independently and as a

team-player, with minimum guidance.

The ability to identify, select and utilise effectively relevant information from available resources.

The ability to use a variety of written and oral formats to communicate ideas and information clearly, effectively and in a reasoned way.

Outline syllabus: Introduction to contemporary challenges in the practice of project management, underpinning theoretical concepts and analytical tools: systems thinking, complexity theory, social organisational theory.

Evaluating project performance: complexity and control; project success / failure criteria and key performance indicators (KPI); current debates about time and cost escalations in project environments.

Good practice development in project control: tools and techniques.

Decision making and unpredictability: theory and practice of project forecasting and project planning.

Project risk appraisal and management: challenges in practice and possibility for policy development.

Project governance: contractual strategies, inter-organisational co-operation, global project alliances, and innovative forms of procurement; supply chain design and management in complex projects.

Project team integration: trust, collaboration, learning and knowledge management, and information and communication process in project environments.

Project management skills and competencies.

Contemporary challenges in 'projectified' society.

Part 3: Teaching and learning methods

Teaching and learning methods: Scheduled learning includes lectures, seminars, workshops and engagement with guest speakers from practice. In addition to the traditional taught aspects of the module, a wide range of case studies, examples and exercises to cover different industrial sectors, types of projects and geographical regions are provided. Students are encouraged to relate the knowledge gained throughout the course to their own working environment in a creative, reflective and critical way, and to try to find competent solutions to the current problems with governing, managing and working on projects in their organisations.

A Learning Resource Pack will be made available to students who will be encouraged to make the best use of Blackboard to aid their preparation for class sessions as well as to facilitate discussion both within the cohort and with the module tutor. The study skills web page contains resources that can help support personal study.

Independent learning includes hours engaged with essential reading, case study preparation, assignment preparation and completion etc. These sessions constitute an average time per level. Scheduled sessions may vary slightly depending on the module choices you make.

Module Learning outcomes: On successful completion of this module students will achieve the following learning outcomes.

MO1 Demonstrate confidence in evaluating performance of complex projects using a holistic, integrated, multiple perspective approach and a range of appropriate theoretical lenses

MO2 Critically examine complex issues and challenges in project environments associated with multi-disciplinary work, inter-organisational collaboration and human interaction in the global context

MO3 Participate effectively and confidently in project related decision making processes around project approval, investment planning, risk assessment, project governance and control systems, and leadership strategies

MO4 Demonstrate an awareness of appropriate project management knowledge and skills (technical, social / behavioural, and strategic) in a critical and self-reflective manner

MO5 Demonstrate research skills necessary for knowledge creation in the field that connect academic studies with the world of practice

Hours to be allocated: 150

Contact hours:

Independent study/self-guided study = 126 hours

Face-to-face learning = 24 hours

Total = 150

Reading list: The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://uwe.rl.talis.com/modules/ummdf6-15-m.html) via the following link <https://uwe.rl.talis.com/modules/ummdf6-15-m.html>

Part 4: Assessment

Assessment strategy: Achievement of all the learning outcomes in this module is assessed through an applied project in a form of post-module assignment.

The individual assignment is designed to encourage critical reflection on the material covered in the course and the application of the extant body of knowledge to a real-life project situation. The assignment reflects the learning outcomes by requiring that students demonstrate: the understanding of concepts of project based work, organising and management; ability to critically analyse the complexity of a specific project setting with reference to its wider cultural, political and ecological context; key performance indicators, the management process and group dynamics associated with it; and to competently recommend improvements or solutions based on the familiarity and understanding of contemporary developments in organisational and project management studies and practice; ultimately demonstrating awareness of the

current debates or emerging issues in the field and an ability to engage in related discussions in an informed way.

Assessment components:**Project (First Sit)**

Description: Project 3500 words

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

Project (Resit)

Description: Project 3500 words

Weighting: 100 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO1, MO2, MO3, MO4, MO5

Part 5: Contributes towards

This module contributes towards the following programmes of study:

Business Administration [Frenchay] MBA 2023-24

Business Administration [BIBM] MBA 2023-24

Business Administration [Villa] MBA 2023-24

Business Administration {Executive MBA} [Sep][PT][Frenchay][2yrs] MBA 2022-23