



## **Module Specification**

### **Navigating Business Project Complexities**

Version: 2025-26, v1.0, Approved

#### **Contents**

<b>Module Specification .....</b>	<b>1</b>
<b>Part 1: Information .....</b>	<b>2</b>
<b>Part 2: Description .....</b>	<b>2</b>
<b>Part 3: Teaching and learning methods .....</b>	<b>4</b>
<b>Part 4: Assessment.....</b>	<b>5</b>
<b>Part 5: Contributes towards .....</b>	<b>7</b>

## Part 1: Information

**Module title:** Navigating Business Project Complexities

**Module code:** UMMTFW-45-M

**Level:** Level 7

**For implementation from:** 2025-26

**UWE credit rating:** 45

**ECTS credit rating:** 22.5

**College:** College of Business and Law

**School:** CBL Bristol Business School

**Partner institutions:** None

**Field:** Business and Management Cross-Disciplinary

**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:** This optional module is for students who wish to specialise in the management of business-focused projects emphasising the human side of project management including behavioural, emotional and cognitive aspects in project management.

It explores how project management principles are applied in commercial, financial, and innovation-driven environments. The module emphasises strategic thinking,

adaptability, innovation and entrepreneurial skills necessary for leading transformative business initiatives.

**Features:** This module is aligned with the Association for Project Management (APM) Competence Framework and the Project Management Institute (PMI) Global Accreditation Centre (GAC) standards.

**Educational aims:** The educational aims of this module are to:

Develop a deep understanding of how project management supports business transformation and strategic change.

Equip students with the financial and commercial acumen required to manage budgets, contracts, and business cases.

Foster innovation and entrepreneurial thinking in the design and delivery of business projects.

Prepare students for leadership roles in dynamic, competitive, and innovation-driven industries.

**Outline syllabus:** Indicative content

The syllabus may include (but is not limited to):

Business Transformation and Change Management

Principles of organisational change and transformation change models

Stakeholder engagement and communication strategies

Managing resistance and building change readiness

Digital transformation and agile business practices

Financial and Commercial Project Management

Business case development and investment appraisal (NPV, IRR, Payback)

Budgeting, forecasting, and cost control

Financial reporting and performance metrics

Procurement and contract management

Commercial risk and opportunity analysis

Governance and compliance in commercial projects

Design Thinking

Innovation and Entrepreneurship in Projects

Innovation management frameworks (e.g., Stage-Gate)

Project-based entrepreneurship and intrapreneurship

Start-up project planning and lean methodologies

Building innovation cultures within organisations

### **Part 3: Teaching and learning methods**

**Teaching and learning methods:** The teaching and learning strategy is based on enquiry-based learning (EBL), which is an umbrella term for learning that arises through a structured and supported process of enquiry and is designed to foster deep learning and learner independence through active (and usually collaborative) engagement with relevant and meaningful problems and issues. EBL is based on the premise that learning becomes more effective when students are actively involved in the learning process.

Learning sessions will be based on case studies, and practical skills sessions providing students with realistic project innovation scenarios and challenging them to make decisions relating to strategic business projects.

Students learn in 3 steps: Prepare, Participate, and Practise. First, ahead of the classes, students prepare by studying the provided and suggested materials to acquire background knowledge. Second, students actively participate in class via group debates, completion of tasks and interactive sessions, becoming co-creators of their own learning journey. Third, students practise by applying what they have learnt to real-world problems.

The inclusion of groupwork will provide students with experience of teamworking, managing roles, relationships and differing perspectives in the achievement of a specific task. Groupwork will be supported by learning sessions on the principles and techniques of team working, as well as a regulatory framework that will encourage active participation on the part of all members.

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

**MO1** Critically analyse and evaluate the characteristics and challenges of complex business project environments.

**MO2** Critically evaluate and apply appropriate project management methodologies to manage complexity effectively.

**MO3** Develop adaptive risk management and decision-making strategies in complex business environments.

**MO4** Design and propose innovation-focused solutions to project complexities using recognised professional approaches and frameworks suited to business contexts.

**Hours to be allocated:** 450

**Contact hours:**

Independent study/self-guided study = 342 hours

Face-to-face learning = 108 hours

**Reading list:** The reading list for this module can be accessed at [readinglists.uwe.ac.uk](https://rl.talis.com/3/uwe/lists/9685455F-36E1-6EC7-E810-E660E62FC8FE.html?lang=en-GB&login=1) via the following link <https://rl.talis.com/3/uwe/lists/9685455F-36E1-6EC7-E810-E660E62FC8FE.html?lang=en-GB&login=1>

## **Part 4: Assessment**

**Assessment strategy:** 1: Group Project presentation (40%) - (25 minutes)

Based on a provided case study, students will work in teams to design and propose a suitable innovation solution to project complexities using recognised professional approaches and frameworks suited to Business contexts.

Peer-assessment will be considered as part of the assessment process.

Groupwork will be supported not only by teaching inputs, but also by a set of protocols that will encourage a sense of shared responsibility for the group's outputs. These protocols will empower groups to address issues of poor engagement by individual members. These include:

A group contract

Guidance on record keeping for group activities in line with project management

principles (stakeholder communication and engagement, monitoring documentation, etc.)

A procedure for addressing poor engagement of individual group members

The facility to award different marks in line with the grade boundaries to different group members in the final assessment to reflect individual inputs more accurately.

The module assessment provides for marks for content and structure to be varied between students according to individual contributions, subject to the provision of specified evidence.

Resit assessment will be the same as the first-sit where possible.

Where group work is not possible, the resit will be an individual Recorded PowerPoint presentation (15 minutes)

## 2: Business Transformation Case Study Analysis (60%)

Type: Individual coursework (3500 words)

Based on the same provided case study, students will critically analyse and evaluate the characteristics and challenges of complex business project environments.

Critically evaluate and apply appropriate project management methodologies to manage complexity effectively. and

Develop and suggest adaptive risk management and decision-making strategies in complex environments.

Resit assessment will match the first sit.

### **Assessment tasks:**

#### **Presentation (First Sit)**

Description: Group Project presentation (40%) - 25 minutes

Weighting: 40 %

Final assessment: No

Group work: Yes

Learning outcomes tested: MO1, MO4

#### **Case Study (First Sit)**

Description: Individual Case Study Analysis (60%) - 3500 words

Weighting: 60 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO2, MO3

**Presentation (Resit)**

Description: Group presentation (25 minutes) or equivalent.

Weighting: 40 %

Final assessment: No

Group work: No

Learning outcomes tested: MO1, MO4

**Case Study (Resit)**

Description: Individual Case Study Analysis (60%) - 3500 words

Weighting: 60 %

Final assessment: Yes

Group work: No

Learning outcomes tested: MO2, MO3

**Part 5: Contributes towards**

This module contributes towards the following programmes of study:

Project Management [Frenchay] MSc 2025-26