






University of the
West of England

ACADEMIC SERVICES

MODULE SPECIFICATION

Part 1: Basic Data					
Module Title	Managing Projects in the Workplace				
Module Code	UMMDLK-15-2	Level	2	Version	1
UWE Credit Rating	15	ECTS Credit Rating	7.5	WBL module?	No
Owning Faculty	FBL	Field	Operations and Information Management		
Department	BBS, Business and Management	Module Type	Standard		
Contributes towards	BA(Hons) Leadership and Management Practice				
Pre-requisites	None	Co- requisites	None		
Excluded Combinations	UMMD7P-15-3	Module Entry requirements	n/a		
First CAP Approval Date	14 July 2016	Valid from	September 2017		
Revision CAP Approval Date		Revised with effect from			

Part 2: Learning and Teaching	
Learning Outcomes	<p>On successful completion of this module students will:</p> <ul style="list-style-type: none"> • Understand how a project moves through planning, design, development, deployment and evaluation. • Understand and evaluate risk management models and reporting, risk benefit analysis and health and safety implications. • Use widely recognised project management tools. • Understand the dynamics of the project management discipline, and its emerging applications in contemporary organisations, • Apply project management methods and techniques, and critically appraise the applicability of those methods to a variety of project situations. • Evaluate projects in a practical context and apply the knowledge, skills and techniques to analysing and solving practical problems typically arising in project situations.
Syllabus Outline	<p>The module is designed to incorporate a holistic, integrative approach to this multi-disciplinary subject. The choice of topics and theoretical concepts reflects the dynamics of the project management discipline embracing the current research activity, literature, emerging management theory and concepts, as well as contemporary cross-industrial application and practice. The module builds on and puts into perspective the aspects of management theory and practice which students have been exposed to in their academic journey and in working in their organisation. This helps students acquire the awareness and understanding of where project management fits within general management processes and other aspects of organisational life</p>

	<p>A number of learning units have been designed to reinforce module objectives and learning outcomes such as:</p> <ul style="list-style-type: none"> - Understanding projects and project management - The concept of project life cycle - Project management methodology, processes and techniques - Project evaluation process and project management systems - Organisational behaviour issues - Interpersonal dynamics and cultural elements in the management of projects - Individual competencies and skills: communication and presentation skills, reflective practice. 																														
<p>Contact Hours/Scheduled Hours</p>	<p>The module will typically be studied on a day release basis, although employer preference may dictate a different delivery pattern. Contact time per module will equate to 3 hours per week over a 12 week teaching block.</p> <p>There is a focus on flipped delivery supported by technology, here the delivery of core theoretical concepts moves from the classroom into the online space and face to face sessions focus on collaborative learning, sense making and sharing of experiences. Post session (face to face) online activities help the student to apply their learning to the context of their organisation and personal and professional development.</p>																														
<p>Teaching and Learning Methods</p>	<p>Teaching and learning methods are focused around a problem posing pedagogy that draws on student and peer experiences associated with the philosophy of the Chartered Manger Degree Apprenticeship.</p> <p>Comprehensive materials that support the module are provided on Blackboard. In order to facilitate an effective learning experience both in the classroom and through individual student reflection. Each of the course units consists of a taught element supported by a wide range of relevant case studies, examples and exercises to cover project management tools, techniques and processes that will be applied to the student's own organisation. Students will be expected to prepare for the seminar activity drawing on these materials and their organisational experience.</p> <p>The work-based coursework in this module provides each student with the experience of working on and managing a "real-life" project in their own organisations where they are required to critically evaluate the project performance by integrating theory and practice.</p>																														
<p>Key Information Sets Information</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="5" style="text-align: left;">Key Information Set - Module data</th> </tr> </thead> <tbody> <tr> <td colspan="5"><i>Number of credits for this module</i></td> </tr> <tr> <td colspan="4"></td> <td style="text-align: center; border: 2px solid black;">15</td> </tr> <tr> <th style="text-align: center;">Hours to be allocated</th> <th style="text-align: center;">Scheduled learning and teaching study hours</th> <th style="text-align: center;">Independent study hours</th> <th style="text-align: center;">Placement study hours</th> <th style="text-align: center;">Allocated Hours</th> </tr> <tr> <td style="text-align: center;">150</td> <td style="text-align: center;">36</td> <td style="text-align: center;">114</td> <td style="text-align: center;">0</td> <td style="text-align: center;">150</td> </tr> <tr> <td colspan="4"></td> <td style="text-align: center;"></td> </tr> </tbody> </table>	Key Information Set - Module data					<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	36	114	0	150					
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	<p>The table below indicates as a percentage the total assessment of the module which constitutes a –</p> <p>Written Exam: Unseen written exam, open book written exam, In-class test Coursework: Written assignment or essay, report, dissertation, portfolio, project Practical Exam: Oral Assessment and/or presentation, practical skills assessment, practical exam</p> <p>Please note that this is the total of various types of assessment and will not necessarily reflect the component and module weightings in the Assessment section of this module description:</p> <p style="text-align: center;">Total assessment of the module:</p> <table style="margin-left: auto; margin-right: auto;"> <tr> <td style="padding-right: 20px;">Written exam assessment percentage</td> <td style="border: 1px solid black; text-align: center;">0%</td> </tr> <tr> <td>Coursework assessment percentage</td> <td style="border: 1px solid black; text-align: center;">100%</td> </tr> <tr> <td>Practical exam assessment percentage</td> <td style="border: 1px solid black; text-align: center;">0%</td> </tr> <tr> <td></td> <td style="text-align: center;">100%</td> </tr> </table>	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 web sites and information gateways (e.g. EBSCO). The University Library web pages provide access to subject relevant resources and services and to the library catalogue. Students will be presented with opportunities within the curriculum to develop their information retrieval and evaluation skills in order to identify such resources.</p> <p>For this module, UWE students can access a range of useful work-based skills materials from the UWE Library website including a supportive tutorial on 'Microsoft Project 2013 Essential Training' along with other video materials on 'Project Management Fundamentals,' and 'Managing Project Schedules', all of which are available through <i>Lynda.com</i>.</p> <p>Essential reading The essential reading will be specified in the module handbook and on Blackboard at the start of the module and students are advised not to purchase a text until recommended by the module leader. An illustrative example of the essential reading for this module is:</p> <p>Maylor, H (2010) <i>Project Management</i> (4th Ed). Pearson Education: Harlow, England.</p> <p>Further reading Students will be expected to be more independent and use wider discretion in their choice of further reading of journal articles, research papers from various Project Management related sources are useful (e.g. Project management Journal, International Journal of Project Management etc).</p>								
Indicative Reading List	<p>Students need to refer to the module handbook and other more frequently updated sources. Knowledge of Project Management related associations can also be useful. Examples include: the Association for Project Management; the Project Management Institute and the International Project Management Association.</p> <p>Pinto, J. K. (2015) <i>Project Management</i> (4th Ed). Prentice Hall. Atkinson, R. (1999) Project management: cost, time and quality, two best guesses and a phenomenon, its time to accept other success criteria. <i>International Journal of Project Management</i> 17 (6), pp.337-342. Khan, A. (2006) Project Scope Management , <i>Cost Engineering</i> 48, (6), p. 12 Boddy, D., & Paton, R. (2004). Responding to competing narratives: Lessons for</p>								

	<p>project managers. <i>International Journal of Project Management</i>, 22(3), pp. 225-233.</p> <p>Garel, G. (2013) A history of project management models: From pre-models to the standard models, <i>International Journal of Project Management</i>,</p> <p>Atkinson, R., Crawford, L., Ward, S. (2006) Fundamental uncertainties in projects and the scope of project management <i>International Journal of Project Management</i>, 24 (8), pp. 687-698.</p> <p>Turner, R and Müller, R (2003) 'On the nature of the project as a temporary organization' <i>International Journal of Project Management</i> 21, pp.1-8</p> <p>White, D. and Fortune, J. (2002) Current practice in project management - an empirical study. <i>International Journal of Project Management</i> 20 (1), pp.1-11.</p> <p>Young, M. and Conboy, K. (2013) Contemporary project portfolio management: Reflections on the development of an Australian competency standard for project portfolio management, <i>International Journal of Project Management</i>, 31(8), pp.1089-1100.</p>
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Part 3: Assessment		
Assessment Strategy	A work-based project that will apply the principles of project management as appropriate to the student's organisation setting. The assignment requires research, evaluation and critical appraisal of the project in the organisational context. Students are required to develop the work-based project ideas in conjunction with their organisational mentor and the instructor to ensure it meets the module learning objectives.	
Identify final assessment component and element	Component A	
% weighting between components A and B (Standard modules only)	A:	B:
	100%	
First Sit		
Component A (controlled conditions) Description of each element	Element weighting	
1. Work-based project evaluation (2,500 words)	100%	
Component B Description of each element	Element weighting	

Resit (further attendance at taught classes is not required)	
Component A (controlled conditions) Description of each element	Element weighting
1. Written project management assignment (2,500) words	100%
Component B Description of each element	Element weighting

If a student is permitted a retake of the module under the University Regulations and Procedures, the assessment will be that indicated by the Module Description at the time that retake commences.