Project Management

This programme is no longer recruiting. Please see the programme specification for Project Management.

Final award	MSc
Intermediate awards available	Postgraduate Certificate (PgCert) in Project Management
	Postgraduate Diploma (PgDip) in Project Management
UCAS code	N/A
Details of professional body accreditation	Accredited by the Association for Project Management
Relevant QAA Benchmark statements	QAA Subject Benchmarks for Master's Awards in Business and Management
Date specification last up-dated	March 2013

Profile

The summary - programme advertising leaflet

Programme content

The MSc, PGDip and PGCert in Project Management is a generalist academic programme which aims to develop a deeper understanding of the theoretical and practical aspects to project management, and to develop the essential skills and competencies necessary to plan, monitor, control and deliver successful projects. The programme is focused on career preparation and relevant pre-experience providing a theoretical approach, but with an emphasis on putting theory into practice.

This award has a particular emphasis on business project environments that bring together resources, skills, technology and ideas to deliver business benefits or achieve business objectives, operating within the multiple project constraints of scope, budget, time and quality requirements. There are a large number of project workers and managers both regionally and nationally for whom this programme will be both beneficial and attractive.

The programme is designed for students who have a first degree in any discipline seeking to develop a career in a project-based role or environment. It provides the requisite knowledge base, organisational and analytical skills for those wishing to pursue a career as a Project/Programme Manager, Project Support Officer, Project Administrator or Project Worker. It is also designed to enhance the necessary applied research skills of those desiring to pursue advanced research study.

In summary the programme provides:

- An appreciation of the fundamental concepts, principles and techniques needed for effective project and programme management;

- An awareness of the roles, responsibilities and competencies of those involved in dynamic project-based environments, and how this relates to effective people, project and change management;
- An understanding of the methodological factors that can be used for selecting, defining, planning, controlling, monitoring and delivering projects;
- Knowledge of the basic concepts and analytical tools that underpin effective financial and resource control decisions in project-based environments;
- An understanding of the issues and approaches to managing risks in the project and programme environment, and in the wider enterprise.

MSc Project Management at UEL

The programme equips students with the appropriate level of analytical, interpersonal, computational and practical skills with respect to the variety of roles and responsibilities that are required when undertaking project activities.

Throughout the programme students are given an opportunity to develop project management skills and capability through the application of knowledge to activities in both real-world and simulated projects. The programme also enables students to use appropriate project management methods and tools, and critically evaluate the existing project management literature.

Each module is designed to enhance the students' knowledge and understanding of the issues within project-based environments, whist also developing the necessary skills for more effective project management.

Admission requirements

For admission to postgraduate business and management programmes, applicants *normally* need to have either:

- An undergraduate honours degree from a recognised/accredited university with a minimum 2.2 classification, or equivalent
- Pass in a recognised Premaster's or Master's Qualifying Programme

In the case of applicants whose first language is not English, then IELTS 6.0 (or equivalent) is required. International qualifications will be checked for appropriate matriculation to UK Higher Education postgraduate programmes.

Students that apply to enter stages of the programme may be admitted through normal Accreditation of Experiential Learning (AEL) or Accreditation of Certificated Learning (ACL) processes. Therefore such applicants must be able to demonstrate and evidence that they have the required learning outcomes as listed in the modules for which they are seeking exemption.

Programme structure

The MSc in Project Management is a 180 credit M Level programme. The structure is based on the University wide framework for a Master's Programme. The programme will be

delivered as four x 30 credit modules, and a 60 credit Postgraduate Dissertation including research methods sessions.

The MSc in Project Management can be offered in both full-time and part-time modes of study depending on viability of student numbers.

The full-time mode normally takes place over one year. In semester A of Year 1, students take the core modules of Managing Successful Projects and Managing Operational Risks, followed in semester B of Year 1 by Accounting & Financial Control, and Managing People & Transformation. Students will normally complete the Postgraduate Dissertation Module during the summer if September entry or spring if February entry, but only if they have completed the taught part of the programme.

The part-time mode normally takes place over two years. In semester A of Year 1 students take the module Managing Successful Projects, followed in semester B of Year 1 by Accounting & Financial Control. In semester A of Year 2 students take Managing Operational Risks, followed in semester B by Managing People & Transformation. Students will normally complete the Postgraduate Dissertation during the summer of Year 2 if September entry, or spring if February entry, but only if they have completed the taught part of the programme.

It should be noted that research methods and project support workshops will be held as part of the Dissertation to ensure that both February and September start students are appropriately supported, in addition to individual supervision and project groups/learning sets.

The programme offers two intermediate awards: a Postgraduate Certificate awarded following successful completion of 60 credits, and a Postgraduate Diploma for achieving 120 credits. However, given the relevance of the content to the named awards, students will need to have passed Managing Successful Projects and Managing Operational Risks to achieve the Postgraduate Certificate, additionally Accounting & Financial Control and Managing People & Transformation to achieve the Postgraduate Diploma.

Learning environment

The programme will utilise various teaching and learning strategies, including:

- Formal lectures to present the theoretical concepts, models and theories necessary to understand Project Management at the appropriate level;
- Seminars and workshops where the students have an opportunity to investigate and understand specific areas of interest within Project Management, and discuss these with their peers and tutors;
- Analytical and "applied" skills-based activities, including case studies, where students have the opportunity to contextualise and apply their knowledge;
- Practical laboratory sessions to equip students with the necessary research skills to access the growing bodies of knowledge relating to Project Management;
- Guest lecturers and sessions to enable students to network within the Project Management community and enhance their future career opportunities;
- The explicit use of IT and e-learning materials to familiarise students with project support tools and integrated project learning environments.

Assessment

The assessment strategy takes into account the different needs of each individual module on the programme. The assessment strategy therefore employs a range of assessment methods, such as individual coursework (essays, reports, and portfolio work), group projects (reports, presentations, case studies, and assessed seminars), formal examinations, and a final applied project/dissertation with a written product/deliverable of about 15,000 words, and a Progress Portfolio including a reflective element.

The range of assessment is designed to reflect the learning outcomes of each module. The planning team has been careful to ensure that the assessment weighting/burden for each 30 credit core module is roughly equivalent. More detailed assessment criteria will be made available in each Module Handbook.

Relevance to work/profession

The MSc in Project Management is a generalist programme designed to enhance employability and understanding of project management issues, activities and roles within organisations, and enable students to develop a career within those roles. Project success factors include effective change management, risk management, financial management, people management and resource management as essential aspects within organisations, and there is a need to develop graduates with the knowledge and skills to meet the demand for improved capability within those aspects at national and international levels.

Thesis/Dissertation/project work

The 60 credit module Postgraduate Dissertation is an integrated module which aims to enhance student capability through the application of the knowledge gained from the programme, as well as providing the key skills required to initiate and produce a significant piece of applied research.

The Postgraduate Dissertation includes a 14,000 word written submission that is related to Project Management. This provides students with the opportunity to apply their knowledge and skills to a specific/applied area of individual interest. They should demonstrate *extensive* knowledge of their selected topic, problem area or project, adopting a critical approach, alongside use of appropriate and relevant research methods/project management tools. The rationale behind this applied research is to use it as a showcase for the student to display their abilities to third parties, and as an initiating statement for their professional experience. Students are encouraged to select project/dissertation topics which will have value to them in the future or on returning to employment. There are a variety of project-based organisations that work closely with UEL, and these may help to facilitate ideas and topics. Students will be appropriately matched to a dedicated supervisor who is likely to be familiar with the topic area and is there to advise and guide the student during this stage of focused research and application of knowledge.

Added value

The added value for this programme comes from its vocational and applied focus, combined with the underpinning academic knowledge and development of experience. The programme displays currency in terms of content (knowledge, understanding and skills) and prepares the

student for immediate and active employment in a project-based environment. This includes the opportunity to attain Prince 2 Foundation and Practitioner certification. The MSc in Project Management should attract students from a variety of backgrounds and disciplines. This is an important added value, as it familiarises and prepares students to work in teams with people from diverse cultural backgrounds and differing competencies in their working career. The programme is also accredited by the Association for Project Management.

Your future career

We expect that the qualification will gain national and international recognition and become an established passport to either starting a career in Project Management, or facilitate promotion opportunities for someone already working in that area. In addition we will facilitate the opportunity to achieve recognised certification in project management, through the Office of Government Commerce (OGC) Prince 2 Foundation and Practitioner Level certificate as part of this programme, which will be invaluable for entry and continued progression within the profession. We will also be able to advise students on additional certification and skills relevant to individual career aspirations and goals.

How we support you

- A full and relevant Induction Programme to help you get settled in
- Accessible and supportive module tutors
- Substantial learning and research resources accessible on and off campus
- Computer labs and self study areas, as well as online materials
- A dedicated student support centre with friendly and efficient staff
- Ongoing parallel support programme of English language and study skills
- Student friendly comprehensive lecture notes and handouts
- Personal Development Planning (PDP) and a personal tutor in accordance with UEL policy
- A dedicated project supervisor who is familiar with the topic area and is there to guide and supervise during the specialist research stage
- Training in academic skills and research methods
- UELPlus resources to interact with lecturers and other students

Bonus factors

- Exposure to networks within the dynamic area of project management
- Opportunity to acquire additional certification as part of the programme
- Learning points taken from real case studies and project examples

Outcomes

Programme aims and learning outcomes

What is this programme designed to achieve?

This programme is designed to give you the opportunity to:

- Develop your understanding of project management issues, roles and activities within organisations by exploring the balance between theory, practical skills and knowledge in order to enable you to prepare for a career related to project management;
- Understand the core concepts, principles and techniques within project management with an enhanced awareness of the issues related to managing project resources; controlling project finances, managing risks, managing people and facilitating organisational change;
- Explore how these can be applied in practice with the help of sophisticated analytical and support tools available;
- Identify and familiarise yourself with the extensive bodies of knowledge and best practice literature that supports project management;
- Equip yourself with the necessary knowledge and skills (including thinking skills and general skills) to achieve the appropriate level of postgraduate award and to continue your lifelong learning and development.

What will you learn?

Knowledge

- Fundamental concepts, principles and techniques needed for effective project management;
- Methodological factors that can be used for selecting, defining, planning, controlling, monitoring and delivering projects;
- Roles, responsibilities and competencies of those involved in dynamic project-based environments, and how this relates to effective people, project and change management;
- Issues and approaches to managing risks in the project and programme environment, and in the wider enterprise;
- Basic concepts and analytical tools that underpin effective financial and resource control decisions in project-based environments.

Thinking Skills

- Diagnostic and evaluative managerial responses to given situations;
- Ability to apply appropriate project management techniques, tools and approaches in a variety of contexts;
- A critical understanding of the bodies of knowledge and literature surrounding project management;
- Recognition of links between theory and practice;
- Develop organisational skills as well as analytical and creative thinking;
- Analysis and evaluation of data and information collected from primary and secondary sources;
- Present data and arguments in a clear and logical manner.

Subject-Based Practical Skills

- Undertake an Applied Dissertation/Project in an area related to Project Management;
- Use IT tools to manage and organise project information;
- Analyse resource, risk and financial data using appropriate methods and interpreting the results in context;

- Develop the inter-personal and 'soft skills' necessary for effective project management;
- Critically evaluate and use subject-specific knowledge;
- Select, evaluate and apply project management techniques;
- Present research findings in an acceptable and appropriate manner.

Skills for Life and Work (General Skills)

- A range of management skills and competencies required to become more effective in terms of project management and administration;
- Work effectively and sensitively with others from different cultural backgrounds, particularly relevant to project environments;
- Complete individual and group work projects and assignments within set deadlines;
- Develop inter-personal and communication skills, including presentations and written work;
- Strengthen competence in lifelong learning.

Structure

The programme structure

Introduction

All programmes are credit-rated to help you to understand the amount and level of study that is needed.

One credit is equal to 10 hours of directed study time (this includes everything you do e.g. lecture, seminar and private study).

Credits are assigned to one of 5 levels: 478

- 0 - equivalent in standard to GCE 'A' level and is intended to prepare students for year one of an undergraduate degree programme
- 1 - equivalent in standard to the first year of a full-time undergraduate degree programme
- 2 - equivalent in standard to the second year of a full-time undergraduate degree programme
- 3 - equivalent in standard to the third year of a full-time undergraduate degree programme
- M - equivalent in standard to a Masters degree

Credit rating

The overall **Credit-Rating** of this programme is:

- 180 credits for MSc in Risk Management which includes the 60 credit Applied Dissertation/Project
- 120 credits for PgDip in Risk Management (exit point award) which includes all four of the taught 30 credit modules

- 60 credits for PgCert on Risk Management (exit point award) which includes the 30 credit modules on Managing Operational Risks and Risk Financing

Typical duration

The MSc Project Management is offered in two modes: full-time and part-time.

Both modes have two intakes per annum: one in February and one in September. It is expected that there will be a minimum of 20 students in any intake. The full-time programme normally lasts for two semesters plus approximately three months for completion of the Postgraduate Dissertation. The part-time programme lasts for four semesters plus three months for completion of the Postgraduate Dissertation.

How the teaching year is divided

The teaching year is divided into two semesters of roughly equal length. A typical full-time student will study two 30 credit modules per semester and a typical part-time student will study one 30 credit module per semester (excluding the 60 credit Postgraduate Dissertation module).

What you will study when

For the full award, students must complete 60 credits in Semester A and 60 credits in Semester B (ideally 30 in each semester if part-time, and complete a 60 credit Applied Dissertation/Project module with anticipated submission dates in September and May).

The full-time programme is as follows:

Module no	Sem	Module Title	Credit	Status
1	1A	Managing Successful Projects	30	Core
2	1A	Managing Operational Risks	30	Core
3	1B	Accounting and Financial Control	30	Core
4	1B	Managing People and Transformation	30	Core
5	1B or 1A	Postgraduate Dissertation	60	Core
Total Credits			180	

The part-time programme is as follows:

Module no	Sem	Module Title	Credit	Status
1	1A	Managing Successful Projects	30	Core
2	2A	Managing Operational Risks	30	Core
3	1B	Accounting and Financial Control	30	Core
4	2B	Managing People and Transformation	30	Core
5	2A or 2B	Postgraduate Dissertation	60	Core
Total Credits			180	

Requirements for gaining an award

- In order to gain a Postgraduate Certificate, you will need to obtain 60 credits at Level M.
- In order to gain a Postgraduate Diploma, you will need to obtain 120 credits at Level M.
- In order to obtain a Masters, you will need to obtain 180 credits at Level M. These credits will include a 60 credit level M core module of advanced independent research.

Masters Award Classification

Where a student is eligible for an Masters award then the award classification is determined by calculating the arithmetic mean of all marks and applying the mark obtained as a percentage, with all decimals points rounded up to the nearest whole number, to the following classification

70% - 100%	Distinction
60% - 69%	Merit
50% - 59%	Pass
0% - 49%	Not passed

Assessment

Teaching, learning and assessment

Teaching and learning

Knowledge is developed through:

- Formal lectures and online tutorials (to cover theoretical and foundation concepts);
- Individual study time (to assimilate these concepts);
- Seminars, workshops and case studies (to contextualise the learning experience).

Thinking skills are developed through:

- Use of analytical frameworks and decision criteria at student led seminars;
- Production of research based reports and essays.

Practical skills are developed through:

- Academic and research skills sessions;
- Computer exercises to familiarise with project support tools and methodologies;
- Planning and staging of presentations.

Skills for life and work (general skills) are developed through:

- Critical analysis and role play activities;
- Forming and developing working teams;
- Development of organizational, motivational and communication skills;

- Academic writing ability.

Assessment

Knowledge is assessed by:

- Exams;
- Individual and group written submissions;
- Assessed seminar work and presentations.

Thinking skills are assessed by:

- Exams;
- Individual research reports;
- Critical and evaluative reviews.

Practical skills are assessed by:

- Information retrieval exercises and project activities;
- Application of skills as a part of the project/dissertation;
- Presentations.

Skills for life and work (general skills) are assessed by:

- Group project work;
- Presentations;
- Individual project work.

Module	Individual Written	Individual Presentation	Group Presentation & Report	Exam orTCA	Dissertation
Managing Successful Projects	Report 2,500 words (50%)		5,000 words (50%)		
Managing Operational Risks	Report 4,000 words (60%)	Case Study (40%)			
Accounting and Financial Control	Essay 2,500 words (50%)		5,000 words (50%)		
Managing People and Transformation	Case Study 2,500 words (50%)			2 hours (50%)	
Postgraduate Dissertation					Dissertation or Project 14,000 words (100%)

Mapping against Skills for all Masters Programmes re QAA Benchmarks

Critical thinking and creativity	Problem solving and decision making	Information and knowledge	Numeracy and quantitative skills
Modules, 1,2,3,4,5	Modules, 1,2,3,4,5	Modules, 1,2,3,4,5	Modules 1,2,3,5
Effective use of communication and information technology	**Two-way communication**	**Personal effectiveness**	**Effective performance within a team environment**
Modules, 1,2,3,4,5	Modules, 1,2,3,4,5	Modules 1,2,3,4,5	Modules, 1,2,3,4
Leadership and performance management	**Ethics and value management**	**Ability to conduct research**	**Learning through reflection**
Modules 1,4,5	Modules 2,3,4	Modules 1,2,3,4,5	Modules 1,2,3,4,5

Quality

How we assure the quality of this programme

Before this programme started

Before this programme started, the following was checked:

- There would be enough qualified staff to teach the programme;
- Adequate resources would be in place;
- The overall aims and objectives were appropriate;
- The content of the programme met national benchmark requirements;
- The programme met any professional/statutory body requirements;
- The proposal met other internal quality criteria covering a range of issues such as admissions policy, teaching, learning and assessment strategy and student support mechanisms.

This is done through a process of programme approval which involves consulting academic experts including some subject specialists from other institutions.

How we monitor the quality of this programme

The quality of this programme is monitored each year through evaluating:

- External examiner reports (considering quality and standards);
- Statistical information (considering issues such as the pass rate);
- Student feedback.

Drawing on this and other information, programme teams undertake the annual Review and Enhancement Process which is co-ordinated at School level and includes student participation. The process is monitored by the Quality and Standards Committee.

Once every six years an in-depth review of the whole field is undertaken by a panel that includes at least two external subject specialists. The panel considers documents, looks at student work, speaks to current and former students and speaks to staff before drawing its conclusions. The result is a report highlighting good practice and identifying areas where action is needed.

The role of the programme committee

This programme has a programme committee comprising all relevant teaching staff, student representatives and others who make a contribution towards the effective operation of the programme (e.g. library/technician staff). The committee has responsibilities for the quality of the programme. It provides input into the operation of the Review and Enhancement Process and proposes changes to improve quality. The programme committee plays a critical role in the quality assurance procedures.

The role of external examiners

The standard of this programme is monitored by at least one external examiner. External examiners have two primary responsibilities:

- To ensure the standard of the programme;
- To ensure that justice is done to individual students.

External examiners fulfil these responsibilities in a variety of ways including:

- Approving exam papers/assignments;
- Attending assessment boards;
- Reviewing samples of student work and moderating marks;
- Ensuring that regulations are followed;
- Providing feedback through an annual report that enables us to make improvements for the future.

Listening to the views of students

This programme will abide by the guidelines as stipulated in the UEL Student Charter at http://www.uel.ac.uk/studentcharter/cas.htm

The following methods for gaining student feedback are used on this programme:

- Module evaluations;
- Student representation on programme committees (meeting twice a year);
- Student/Staff consultative committee (meeting twice a year).

Students are notified of the action taken through:

- Circulating the minutes of the programme committee;
- A newsletter 'The Biz' to be published two or three times a year;
- Providing details on the programme notice board.

Listening to the views of others

The following methods are used for gaining the views of other interested parties:

- Questionnaires to former students and alumni;
- Industrial Liaison Committee;
- Placements and Careers Officer;
- Links to professional bodies and government agencies.

Further Information

Where you can find further information

Further information about this programme is available from:

- The UEL web site http://www.uel.ac.uk
- The student handbook
- Module study guides
- UEL Manual of General Regulations and Policies http://www.uel.ac.uk/qa/
- UEL Quality Manual http://www.uel.ac.uk/qa/
- Regulations for the Academic Framework http://www.uel.ac.uk/academicframework/
- School web pages http://www.uel.ac.uk/elbs/