WM9G3-15 Project Management in Practice: Applications and Implementation

22/23

Department
WMG
Level
Taught Postgraduate Level
Module leader
Lydia Adigun
Credit value
15
Module duration
5 days
Assessment
Multiple
Study location
University of Warwick main campus, Coventry

Description

Introductory description

The subject of Project Management is a fast moving and ever changing area of study. This module includes pedagogic approaches which provide variety through delivering teaching and learning and assessment in PM applications in engineering, construction and IT. Not only is there variety, but also an understanding of the relationships within the project context are introduced, in a practical sense, through e.g. industrial visits and/or seminars. Synergies between the three themes of engineering, construction and IT project management will also be developed through the module, and learning within these three themes will provide opportunities for the cross fertilisation of ideas, and thereby the development of critical thinking within this context.

Module aims

This module aims to provide full time students with an appreciation and knowledge of Project Management in practice.

Using a case study approach, the module aims to provide students with a systematic

understanding of the Industrial Application of Project Management in a number of industry sectors. The module also aims to provide students with the ability to critically appraise and evaluate the application of PM tools and methods in practice.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

PM methodologies appropriate to the area of application of tools and methods will form part of the case study approach to each of the key areas of PM application. The PM methodologies will provide a thread through the module and will provide a structure which frames the module, and will include but will not be limited to methodologies and approaches: Managing Successful Projects, PRINCE2, APM, Agile.

Review and critical appraisal of project management methodologies applied within a variety of existing and emerging contexts. For example:
IT and IS Project Management
Managing the planning, organisation, and accountability to achieve information technology and information system goals. IT and IS projects. Digital project management; planning, organising and delivery of web-enabled projects. Artificial intelligence. Internet, intranet, web-based systems. Agile project management. People and management in IT and IS.
Engineering Project Management
Design, build, test and installation projects. Service and maintenance. Systems engineering and manufacturing. Social responsibility, sustainability, environmental standards, engineering standards. Quality management. Requirements management. Creating costings for engineering projects. Understanding the end user’s requirements. Verification and validation. Managing communication across engineering projects. Risk and opportunity management. People and management in engineering.
Construction Project Management
Building the client business case. Digital construction. Sustainable delivery of construction projects. Design management and value. Construction procurement. Contract law. Construction project risk management. Project briefing, key design and development issues in construction projects, procurement strategies for construction projects, organisational structures, legal and contractual constraints and people management skills in the construction industry environment.

Independent online study (timetabled sessions) will be made up of virtual learning based around examples of industrial applications of a variety of project management tools and methods.

Learning outcomes

By the end of the module, students should be able to:

- critically appraise how projects are managed in practice, so as to develop a comprehensive understanding of a variety of Project Management methodologies and approaches
- evaluate critically current research and advanced scholarship in order to identify key factors for consideration in the selection of Project Management methodologies and approaches across a range of practice settings

- reflect on current problems and challenges in the application of Project Management in practice, and with reference to research and practice, consider and develop novel approaches and/or solutions
- consider complex issues both systematically and creatively through comparison and contrast of Project Management methodologies and approaches across a range of practice settings, and thereby suggest areas for improvement

Indicative reading list

Kerzner, H. (2018), Project Management : Best Practices – Achieving Global Excellence, 4th Edition, John Wiley & Sons, Incorporated, Somerset. Available from: ProQuest Ebook Central
The APM Book of Knowledge (2019), Seventh Edition, The Association for Project Management, ISBN-13: 978-1903494820
Requirements-led Project Management (2009), Robertson, S., and Robertson, J., Pub. Addison-Wesley
The Essentials of Managing Programmes (2017), Bartlett, J., Sixth Edition, Pub. Routledge, ISBN-13: 978-1138288294
The Project Workout (2019), Robert Buttrick, Fifth Edition. Pub. Routledge, ISBN –
Social responsibility and sustainability: how businesses and organizations can operate in a sustainable and socially responsible way, (2019) Walter Leal Filho, editor Pub Springer
Engineering Project Management, (2019) Neil Siegel, Pub. John Wiley & Sons Ltd. ISBN:9781119525769 |Online ISBN:9781119525813
Construction Project Management: An Integrated Approach (2013) Peter Fewings and Christian Henjewele, 3rd Edition, Pub. Routledge
Managing technology and product development programmes: a framework for success (2019) Peter Flinn, Pub. John Wiley & Sons
Embedding sustainability in engineering Projects through Project Management Teaching and Learning (2020). Dr Caroline Tite, David Pontin, Dr. Nicholas Dacre. SUSTAINABLE DEVELOPMENT In Engineering and Engineering Education Ingenium Conference June 2021, Cnam, Paris With support and participation of the European research project A-STEP 2030 – ERASMUS+1. (Paper title accepted for original conference Dec 7, 2020 now postponed to June 2021 due to Covid-19 pandemic – paper written and due for submission Feb 2021).

Subject specific skills

Project Management methodologies and approaches and their application in practice include but are not limited to: APM Methodology, PRINCE2, Agile, Traditional Waterfall Project Management.

Enterprise Project Management. To recognise and select appropriate methods and tools from a range of Project Management methodologies and approaches, which enable the successful execution of a variety of types of projects, including design and development projects, business strategy projects and operational improvement projects.

Blending project management methodologies with proven business strategies and frameworks, such as Six Sigma, agile, Scrum, quality management, risk management, and business analysis.

Strategic planning and positioning and role of the project office, governance and capacity planning

in organisations.
Project benchmarking and continuous project improvement, current and new project management models.

Project Manager technical, business, and strategic planning and thinking skills in a range of types of project. Knowledge and best practices to support sustainable initiatives. Project sustainability in the global economy through values, leadership, and professional responsibility.

Transferable skills

Communication skills: written, oral and presentation. Analytical and critical thinking. Problem solving. Team work. Active reflection on learning. Planning and personal development skills. Initiative and personal responsibility.
Independent learning ability required for continuing professional development. Employability.

Study

Study time

Type	Required
Lectures	24 sessions of 1 hour (16%)
Seminars	1 session of 3 hours (2%)
Practical classes	8 sessions of 1 hour (5%)
Online learning (scheduled sessions)	3 sessions of 1 hour (2%)
Online learning (independent)	12 sessions of 1 hour (8%)
Other activity	25 hours (17%)
Assessment	75 hours (50%)
Total	150 hours

Private study description

No private study requirements defined for this module.

Other activity description

Pre-learning 20 hours

5 hours will be set aside for ‘industry exposure’

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A1

	Weighting	Study time	Eligible for self-certification
Individual Post Module Assignment	80%	60 hours	Yes (extension)

to include an Executive Summary, a critique, with discussion and conclusion, based around relevant project management academic theory and its' implementation, in the context of industry exposure.

An individual piece of written work, based on reflection and critical evaluation of PM tools and methods observed in practice within the Industrial Visit (or equivalent).

Group presentation	20%	15 hours	No

A group presentation of key elements contained in the group assignment, to be presented 2-3 weeks post-module. Group presentations will take place at a module cohort seminar over a 3 hour period, 2 to 3 weeks after the module. Group presentation including Q&A is 10 minutes. All students sit in and share learning during the presentations. This group work will be a reflection on a case study, or comparison of case studies, based around the application of project management in enterprises. The content of the slide set will be assessed, in addition to the presentation of the material.

Assessment group R1

	Weighting	Study time	Eligible for self-certification
Resubmission - Individual Post Module Assignment	100%		Yes (extension)

A written report will be set, which will be based a case study.
The report will include an Executive Summary (500 words), and a critique (2,000 words) of relevant academic theory and its application in Project Management in the context of a case study.

An individual piece of written work, based on reflection and critical evaluation of PM tools and methods based within a case study of project management in practice.

This resubmission written report will also require a section of circa 1000 words on project management plans, their use in practice and reflection on best practice.

Feedback on assessment

Feedback will be provided in a student feedback sheet including marks for the written reports, both individual and group.

Verbal feedback will be provided following the group presentations.

Availability

Courses

This module is Optional for:

- TWMS-H1SB Postgraduate Taught Programme and Project Management (Full-time)
    - Year 1 of H1SB Programme and Project Management (Full-time)
    - Year 1 of H1SB Programme and Project Management (Full-time)