

WM9J2-15 Managing the Multi-project and Programme Environment

22/23

Department

WMG

Level

Taught Postgraduate Level

Module leader

Katy Angliss

Credit value

15

Module duration

2 weeks

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

This module will build upon the knowledge of the essentials of project management established by the Project Planning Management and Control module, focusing on the multi-project and programme environment and the influences from the wider organisation.

Module aims

The ability to apply management tools and techniques in a single project will now be extended to give an ability in the larger, more complex and uncertain scenario of portfolios, programmes and projects (P3M) in the multi-project environment, where the interactions, risks and level of leadership present a further dimension of challenges to success.

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.

Organisational environment for portfolios, programmes and projects;

P3M leadership and resource management;
P3M tools and techniques for planning, selection, delivery, governance and reporting;
P3M lifecycle, maturity and benefits management;
Project portfolio management;
P3M risk management;
P3M performance management;
Case studies based in a multi project environment.

Learning outcomes

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

- Critically evaluate the appropriate principles, philosophies, human factors (including teams and leadership), management structures, risks and success factors when managing portfolios, programmes and projects in the multi-project environment.
- Analyse, justify and where applicable interpret and apply the associated theories, tools, methods, techniques or approaches considering the associated human, financial, life-cycle and business implications or benefits and risks when managing portfolios, programmes and projects in the multi-project environment.
- Demonstrate competence in application when managing change and project, programme and portfolio performance in an uncertain, complex and comparative organisational multi-project environmental context, considering specific scenarios in the workplace and/or the previous learning outcomes where applicable.
- Demonstrate competence in managing stakeholders by engaging, communicating and influencing across a range of organisational levels, paying due regard to ethical considerations, sustainability and sustainable development.
- Approach complex issues within the P3M context, both systematically and creatively, in order to achieve appropriate planning, scheduling, risk and change management, based on sound judgement developed from tools and methods based in practice.

Indicative reading list

CORE AND REFERENCE TEXTS

APM (2019): Body of Knowledge, 7th Edition. APM Knowledge, PRINT ISBN 9781903494820, EBOOK ISBN 9781903494837

Reiss G & Rayner P (2013): Portfolio and Programme Management Demystified. Routledge, PRINT ISBN 9780415558341, EBOOK ISBN 9781135241520

Axelos (2013): Portfolio, Programme and Project Offices (P3O). TSO, ISBN 9780113314225

Buttrick R (2020): The Programme and Portfolio Workout. Routledge, ISBN 97811387214495

Lock D, Wagner R (2018): The Handbook of Project Portfolio Management. Routledge, ISBN 9781315206592

Lazar O (2018): The Four Pillars of Portfolio Management. Routledge, ISBN 9780429025693

Axelos (2011): Managing Successful Programmes (MSP). 3rd Ed. TSO , ISBN 9780113313280

Subject specific skills

Applying learning in the multi-project, programme and portfolio environment related to leadership,

planning, scheduling, financial management, benefits and risk management, performance management, lifecycle and business implications.

Transferable skills

Communication skills: written, oral and presentation. Analytical and critical thinking. Problem solving. Team work and collaboration. Negotiation and decision making. Planning and personal development skills.

Study

Study time

Type	Required
Lectures	11 sessions of 1 hour 30 minutes (11%)
Supervised practical classes	8 sessions of 1 hour 30 minutes (8%)
Online learning (scheduled sessions)	2 sessions of 1 hour (1%)
Online learning (independent)	8 sessions of 30 minutes (3%)
Private study	9 hours (6%)
Assessment	106 hours 30 minutes (71%)
Total	150 hours

Private study description

Critical Reflection of the student's individual and team performance on the in-module exercise.

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 A

	Weighting	Study time
Post Module Assignment	70%	85 hours

The post module assignment will be set so that the key themes of the module will be considered in a practice or case study setting. The written report will require the student to analyse key areas of study within the module, and also to demonstrate wider reading around relevant academic and

Weighting **Study time**

practice sources to support and reinforce discussion and argument.

In Module Assessment of the Project Management Exercise	20%	1 hour
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Students will work in groups on a practice based exercise during the module, and they will present their findings and learning in a group presentation. Students are assessed both during the group work activity within the module in terms of their contribution to the exercise, and the group presentation is also assessed.

20% of the marks are allocated for the In Module Assessment on the 'Managing in the Multiple Project Environment Exercise'. The 'exercise is conducted over around 30% of the module contact time and is a team based simulation exercise. The activity has a set of requirements and deliverables within a programme and project setting, and the students work in teams to plan and manage in the multiple project environment. Guidance is provided by tutors, and the exercise provides a vehicle for students to put class content into practice in a safe learning environment. Methods and tools are applied in a case based scenario. Marks are awarded for team work, planning, risk management, setting and managing budgets, managing communication, delivering the programme and projects on time, individual contribution and time management within the exercise, and the preparation and contribution to the presentation. The exercise is complex and is run across each day of the module, and the assessment of this in module assessment takes place during the week of the module.

Test on pre-learning work	10%	20 hours 30 minutes
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Pre-learning will be based around self-directed learning independently online which will be indicated as 20.5 hours to be carried out over a month prior to the module. This pre-learning will be assessed through a formative online test of 30 minutes before attending the module.

Assessment group R

	Weighting	Study time
Resubmission Post Module Assignment	100%	

The resubmission post module assignment will be set so that the key themes of the module will be considered, set in the context of of a case study of managing in a multiple project environment.

Feedback on assessment

Feedback will be provided in a report for all post module assignments.

Verbal feedback is also provided during in-class exercises for formative assessment only.

Verbal feedback is provided on group practice based exercise presentations.

Availability

Pre-requisites

To take this module, you must have passed:

- All of
 - [ES968-15 Project Planning Management and Control](#)

There is currently no information about the courses for which this module is core or optional.