

WM9J2-15 Managing the Multi-project and Programme Environment

24/25

Department

WMG

Level

Taught Postgraduate Level

Module leader

Tilimbe Jiya

Credit value

15

Module duration

4 weeks

Assessment

100% coursework

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:

- 1) Critically evaluate appropriate factors that affect the successful management of the multi-project environment.
- 2) Analyse and apply relevant principles and approaches for managing portfolios, programmes, and projects in a multi-project setting.
- 3) Reflect on and assess issues influencing team performance in complex, uncertain multi-project environments, considering workplace scenarios and/or previous learning outcomes where relevant.
- 4) In a group setting, contribute creatively and systematically to managing complex issues within P3M, using sound judgement and established project and change management tools.

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

[View reading list on Talis Aspire](#)

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	20 sessions of 1 hour (13%)
Seminars	10 sessions of 1 hour (7%)
Online learning (independent)	60 sessions of 1 hour (40%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

No private study requirements defined for this module.

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
Written Assignment	70%	42 hours

An individual written assignment based on a consideration of the key themes of the module. The written assignment will require the student to analyse key areas of study within the multi-project environment and also to demonstrate wider reading around relevant academic and practice sources to support and reinforce discussion and argument. The written assignment will be completed and submitted at the end of the module.

Multi-Project Management Exercise	30%	18 hours
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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 at the end of the module. The exercise is a team-based simulation exercise on managing a portfolio of multiple projects. The students work in teams to plan and manage in the multiple project environment. Guidance is provided by tutors throughout the simulation exercise. The exercise provides a vehicle for students to put

Weighting

Study time

class content into practice in a safe learning environment. Methods and tools are applied in a case-based scenario. Marks are awarded for teamwork, planning, risk management, setting and managing budgets, managing communication, delivering the programme and projects on time, individual contribution and time management within the exercise. Presentations will take place during the last week of the module.

Feedback on assessment

Written feedback will be provided for all module assignments. Verbal feedback is also 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.