WM9J4-15 Programme and Project Strategy

24/25

Department
>   WMG

Level
>   Taught Postgraduate Level

Module leader
>   Lydia Adigun

Credit value
>   15

Module duration
>   1 week

Assessment
>   100% coursework

Study location
>   University of Warwick main campus, Coventry

Description

Introductory description

Organisations are increasingly operating in volatile, uncertain, and complex environments. In order to cope with these changing circumstances, many are using programmes and projects as vehicles of adaptation. Research shows that organisations are investing huge sums of money in programmes and projects, yet the levels of success are often disappointing. It is known that one of the contributing factors to these failures (partial or complete) is ineffective practices in the strategic analysis, planning, and initiation of programmes and projects.

Module aims

This module complements the Project Planning Management and Control (PPMC), and Managing the Multi-Project Environment (MMPE) modules. It is positioned to extend, and enhance student's knowledge in the derivation, from corporate strategy, of business change programmes and their comprising projects, and then the chartering, structuring, and governance of those collections of projects. There is a strong emphasis on understanding the context of the programme or project and the extent to which this can be influenced or shaped by the initiation and and agreed planning processes and outputs. It includes exploration of stakeholders' perceptions of benefits, risks and uncertainty, their decision-making processes, their criteria for measuring success of these

enterprises, and connection of all of these to the strategies for the management of the interlinked projects. References and examples from a range of Bodies of Knowledge (AMP Bok, PMI Bok) and methodologies are used e.g. PRINCE2, MSP, PRAM, AGILEPM, etc.
This module assumes that students have some awareness of business strategy and programme/ project management.

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.

1. Programme and project success
2. Strategic context of programmes and projects, linking strategy to programmes and projects
3. Complex factors affecting perceptions of programme and project success and failure
4. Methodologies, tools, techniques and frameworks for translating strategy into programmes and projects
5. Programme and Project strategy: governance control frameworks
6. Dealing with uncertainty, complexity, volatility, ambiguity: risks, issues and assumptions, changes and change control, clarity of objectives and requirements
7. Decision making, biases and heuristics
8. Leadership, communication and stakeholder analysis and engagement

Learning outcomes

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

- Demonstrate a comprehensive understanding and ability to analyse and successfully operate in the complex context and stakeholder environment in which programmes and projects are initiated
- Apply a range of theoretical models or frameworks to analyse the multiple factors (e.g systemic, strategic, human, organisational, operational and sustainability) that influence the initiation and governance of projects and programmes.
- Evaluate project and programme practices, methods, tools and techniques and select approaches that are fit-for-purpose in a specific project or programme context.
- Design project and programme initiation documents and management plans and be able to justify the design decisions

Indicative reading list

Indicative 15CATS reading list (to be updated for 2024/25)
https://rl.talis.com/3/warwick/lists/9EC4FAE0-2542-CC52-444E-BD230095184E.html
This is a Masters-level module. There is no single reference text for this course. Students are expected to read widely and to use or cite relevant journals, books, articles as per those on the Reading List. Several journal papers have been provided as a starting point.

[View reading list on Talis Aspire](#)

Subject specific skills

Initiating and planning programmes and projects for success,
Able to select and apply a wide range of models/frameworks to analysing strategic context and drivers of programmes and projects;
Wide range of methods and techniques applicable to programme and project planning, initiation and set-up, benefits management, business cases, blueprinting and 'as-is' and 'to-be' models, portfolios of projects
stakeholder analysis and engagement, communication, advanced risk management, issue and change control, requirements elicitation and capturing, programme, portfolio and project organisation and governance,

Transferable skills

Problem definition, problem-solving, critical thinking and reasoning, value of diversity and range of perspectives
Dealing with Volatility, complexity, uncertainty and ambiguity
Planning skills, risk management, time management
Team work and leadership, decision-making and biases
Communication skills, intercultural communications and communication with wide range of stakeholders,
report writing and presentation skills, research skills, digital literacy

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Study

Study time

Type	Required
Lectures	10 sessions of 1 hour (8%)
Seminars	10 sessions of 1 hour (8%)
Tutorials	(0%)
Supervised practical classes	10 sessions of 1 hour (8%)
Online learning (scheduled sessions)	(0%)
Online learning (independent)	30 sessions of 1 hour (25%)
Assessment	60 hours (50%)
Total	120 hours

Private study description

Study of relevant literature and multi-media materials prior and subsequent to the face-to-face taught sessions - some of this will be directed learning and for some the students will be encouraged to direct their own research.

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A1

	Weighting	Study time	Eligible for self-certification
Assessment component			
Module Assignment	80%	48 hours	Yes (extension)

A report analysing key elements of the module learning and applying the learning to analysis and critical discussion of a choice of case studies from industry. Successful completion will require the student to research additional material on project and programme management to evidence and support their analysis, arguments, key findings and recommendations.

Reassessment component is the same

	Weighting	Study time	Eligible for self-certification
Assessment component			
Portfolio of case study exercises leading to final group presentation	20%	12 hours	No

In-module case study exercises (face-to-face and digital) and final role-play presentation on the case study and proposed solution/ recommendations to the Programme Board of the case study organisation. The course has a number of problem-based exercises and activities throughout the module, some of which are formative and some of which are assessed towards the in-module assessment and final presentation. Students are told which activities are assessed with the guidance provided.

	Weighting	Study time	Eligible for self-certification
Reassessment component			
Individual Reflection on Group Work			No

	Weighting	Study time	Eligible for self-certification

In the event the group work component requires resubmission- the resub work will be in the form of an individual reflective essay where the student is asked to reflect on their role and contributions to the IMA group processes, dynamics and outcomes.

Feedback on assessment

Students receive verbal (sometimes online/written) feedback from tutors, and peers on various formative execises throughout the week and upon the completion of the final presentation. Students have the opportunity to attend an optional 'digital PMA workshop' after the completion of the module, If time permits, students may receive verbal feedback on structure or drafts etc. Students receive written feedback on the PMA submitted and may also receive verbal feedback from the tutor (upon student request)

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.