IB9ZH-15 Project Management

26/27

Department
Warwick Business School
Level
Taught Postgraduate Level
Module leader
Anna Michalska
Credit value
15
Module duration
9 weeks
Assessment
100% coursework
Study location
University of Warwick main campus, Coventry

Description

Introductory description

There are two specific features about project management theory which make it a slightly different type of subject to most other academic modules. Firstly, the subject has its origins in large-scale, complex operations. This means that a large proportion of the published theory concerns the planning and control aspects of the management of such processes. Secondly, most of the concepts were developed in the heyday of the 1960s, where a lot of activity was taking place in the aerospace, defence, and construction sectors. This means that most of the basic literature is reasonably old and technically focused.
In the modern context, project management methods are now used for a much wider variety of applications including change management, Third World development programmes and IT based projects. As a consequence, this module aims to span a range of sectors and be as multi-disciplinary and as possible. The planning and control aspects of the module occupy only about 20% of the total time available.
During the module, we will explore Project, Programme and Portfolio management along with the concepts, tools and techniques that are commonly used in modern projects, and we will also take an in-depth critical look at current developments in the field. The way we teach is very practical, so you will get the chance to apply all of the tools we explore together and investigate many project-based case studies.

Module aims

The modules aims are:
To develop understanding of current project and programme management approaches and to make comparisons with your own organisation.
To develop sensitivity to different project environments and to make comparisons and conclusions about them.
To increase your understanding of commercial and behavioural issues in the management of projects.
To provide experience of handling project management problems in a simulation setting.

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.

The course syllabus including the following items:
Examines the project lifecycle theory.
Explores approaches to stakeholder management, using Fauvet's theory of socio-dynamics to highlight the limitations of current approach to stakeholder management.
Looks at how project aims, objectives and scope are captures using a project initiation document.
Highlights risk management as a critical factor in the success of projects.
Looks at approaches to estimation in projects.
Explores critical path methodology as a mechanism for project control.
Reviews the theory of constraints and critical chain theory.
Examines project organisation, structure and teams.
Reviews the importance of management and leadership in projects.
Looks at project completion and review.
Explores approaches to improving project performance.

Learning outcomes

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

- Demonstrate a thorough understanding of key terms and distinguish between projects, project management, programmes, project management methodology.
- Demonstrate comprehensive understanding of the options and solutions available to organisations for structuring their support and control arrangements for projects.
- Critically evaluate the benefits and limitations of current project management techniques, situating the understanding both within the context of contemporary project management practice and also in the theories that underpin the subject

Indicative reading list

Reading lists can be found in Talis

Research element

Students will engage with a body of knowledge, forming critical opinion of suitability and

applicability, and balancing different perspectives. Students will learn to be evidence-based, seeking rigour, reliability and repeatability in any analysis they undertake.

Interdisciplinary

MScs - Embedded in the module are applied examples from manufacturing, construction, engineering and service industries; private, public and third sector organisations; and traditional and modern working environments

International

MScs - Three of our main four cases are international being set in Beijing, the USA and Canada. The fourth case is the simulation which is UK-based. Within our Project Management syllabus, we also include discussions on international remote team working and comms, and the cross-cultural usage of certain traditional tools, such as the use of RAG-status colour-coding and the RACI Matrix. These are tools which often struggle to work effectively in cross-cultural environments and thus students are encouraged to critically evaluate them and adapt them.

Subject specific skills

Demonstrate the ability to define, plan, monitor & control and closeout a simple project.
Apply appropriate project classification, estimation and selection models.
Describe the tools and approaches applied by project managers to define, plan, monitor & control and closeout projects and understand the complexities and key issues within these stages across a range of project types.
Identify, assess, priortise and respond to project associated risk in organisations.

Transferable skills

Demonstrate decision making skills
Demonstrate written communication skills
Demonstrate analytical skills
Demonstrate problem solving through analysis of cases

Study

Study time

Type	Required
Lectures	8 sessions of 1 hour (5%)
Practical classes	(0%)
Online learning (scheduled sessions)	(0%)
Total	150 hours

Type	Required
Online learning (independent)	(0%)
Other activity	20 hours (13%)
Private study	48 hours (32%)
Assessment	74 hours (49%)
Total	150 hours

Private study description

Private study to include preparation for lectures

Other activity description

7 x 2 hrs F2F workshops and 1 x 6 hrs simulation Lab session

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 A5

	Weighting	Study time	Eligible for self-certification
Assessment component			
Individual Assignment	70%	52 hours	Yes (extension)
Individual Assignment 2500 words			
Reassessment component is the same			
Assessment component			
Group Project	20%	15 hours	No
Group project - simulation (no word count)			

	Weighting	Study time	Eligible for self-certification
Reassessment component			
Individual Assignment Individual Assignment 1000 words			Yes (extension)
Assessment component			
Individual Participation	10%	7 hours	No
Reassessment component is the same			

Feedback on assessment

Assessments are graded using standard University Postgraduate Marking Criteria and written feedback is provided. Feedback for individual essays includes comments on a marksheet

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Availability

Courses

This module is Optional for:

- Year 1 of TIBS-NL00 MSc Accounting and Sustainability
- Year 1 of TIBS-N500 MSc in Marketing and Strategy
- Year 1 of TIBS-N1F5 Postgraduate Taught Business and Finance
- Year 1 of TIBS-N1F2 Postgraduate Taught Business with Consulting
- Year 1 of TIBS-N1F3 Postgraduate Taught Business with Marketing
- Year 1 of TIBS-N1F4 Postgraduate Taught International Business (MINT)
- TIBS-N2N3 Postgraduate Taught Management
    - Year 1 of N2N3 Management
    - Year 1 of N2N4 Management (Elite Sports Management)