WM287-15 Fundamentals of Project Management

26/27

Department
WMG
Level
Undergraduate Level 2
Module leader
Sheri Sankey
Credit value
15
Module duration
14 weeks
Assessment
100% coursework
Study location
University of Warwick main campus, Coventry

Description

Introductory description

The Fundamentals of Project Management

In an ever more complex world, project management stands out as a skill that crosses virtually all professions as a means of delivering business change.

Project governance is a critical area in industry. Projects contribute £186.8 billion in GVA annually, representing 9.2% of the total GVA for the UK. (Edkins et. al 2024). Projects enable "kaizen", or positive change.

Project governance strategies emphasise the need for clear requirements and planning, while recognising the need to identify and categorise risk and quality. Project methodology allows us to compare options for governance to identify change structures that encourage and support the advantageous use of resources.

Project methods allow us to deliver change using a common language and documentation so that the desired outcomes can be forecast, managed and delivered to business. Whether working in an environment where requirements are clear and the scale is such that the project has to be managed alongside day to day operations, waterfall methods are usually appropriate. In areas

where requirements need to be clarified in iterations, agile methods are often more appropriate.

By understanding methodology, methods, governance and management, apprentices will be prepared to work effectively within project teams with a good understanding of a range of methods, tools and techniques with emphasis in PRINCE2 for waterfall methods, and SCRUM for Agile.

Module web page

Module aims

Methodology

Apprentices will need to be able to understand the different types of methods available to them, and how to assess an environment to select an appropriate method for a project. To understand methodology, we will explore the different types of methods and how they are most appropriately used. We begin with fundamentals of project management and use case studies to evaluate options.

Method

A method is a project management method in use - Agile, SCRUM, PRINCE2, SAFe, etc. Apprentices will used two applied methods to deliver small scale projects to understand the differences, and the benefits, of the key types of project management - iterative, or sequential.

Governance

The purpose of project management is governance - that is, to marshal the resources of an organisation to most effective use. In project management, and where the project meets the business, there needs to be a common language by which the business can communicate with the project, and the project can communicate with the business.

Whatever else is true, businesses are "waterfall" - so any project has to work within the usual bounds of the organisational day to day activities and financial constraints. Apprentices will develop an understanding of this process, and be able to make decisions about appropriate methods and their use in a variety of scenarios.

Management

Management is a term first found in Shakespeare, and it is about how to make sure that the business of business happens. Apprentices will learn to understand management and leadership, and how best practice can be instilled into prospective managers - apprentices will have the opportunity to practice leadership formatively, and develop skills in management that can be applied to analysis and workplace 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.

- Methodology, Methods, Governance and Management

- Defining Project Management
- Why Projects?
- Where do projects come from?
- Benefits and Change
- Kanban
- Project Management in Context
- Project Methods
- Waterfall Methods
- Agile Methods
- Project Management Tools and Techniques (Critical Path, Kanban, RACI, PERT, Stakeholder Analysis...)
- SCRUM
- Project Management Themes (Risk, Quality, Issues...)
- Agile and Systems thinking
- Agile and Service Design
- Agile and Problem Statements
- Agile and Cloud Computing
- Service Models and DevOps
- OKR's
- Project finance
- SAFe
- Project Closure
- Lessons Learned/Retrospectives

Learning outcomes

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

- Plan a technical project considering key project variables, demonstrating understanding of methodology, method, governance and management. [(AHEP: C4, C5, C12) (CITP: 2.1.4, 2.1.5, 2.1.6, 2.1.10, 2.1.13, 2.2.5, 2.2.6)]
- Investigate an industry standard method to govern a project to deliver a technology solution that meets a business need. [(AHEP: C4, C5, C9)(CITP: 2.1.4, 2.1.5, 2.1.6, 2.2.5, 2.2.6)
- Using research, support the understanding of project requirements that involve legal, social, ethical, and professional practices in projects. [(AHEP: C4, C5, C7) (CITP: 2.1.10, 2.1.13, 2.2.5)]
- Demonstrate the application of project management processes, tools and techniques used by teams to deliver a strategic project. [(AHEP: C4, C12, C17) (CITP: 2.1.4, 2.1.5, 2.1.10)]
- Develop project management documentation using appropriate project management methods and tools. [(AHEP: C4, C9) (CITP: 2.1.6, 2.1.10, 2.1.13)]

Indicative reading list

Reading lists can be found in Talis

Specific reading list for the module

Subject specific skills

S2: Identify risks, determine mitigation strategies and opportunities for improvement in a digital and technology solutions project.
S3: Analyse a business problem in order to specify an appropriate digital and technology solution.
S5: Apply relevant standard processes, methods, techniques and tools. For example, ISO Standards, Waterfall, Agile in a digital and technology solution project.
S6: Manage digital and technology solutions projects. For example, identifying and resolving deviations from specification, applying appropriate Project Management methodologies.
S7: Work effectively within teams, leading on appropriate digital technology solution activities.

Transferable skills

Governance, Timekeeping, Estimating, Teamworking, Negotiating, Planning, Scheduling, Research, Project Methods

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Study

Study time

Type	Required
Lectures	18 sessions of 1 hour (12%)
Seminars	7 sessions of 1 hour (5%)
Work-based learning	15 sessions of 1 hour (10%)
Online learning (scheduled sessions)	5 sessions of 1 hour (3%)
Online learning (independent)	5 sessions of 1 hour (3%)
Private study	40 hours (27%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

40 hours guided self-study including:

- Pre-block reading and exercises given on Moodle.
- Post-block problem sets released on Moodle.
- Formative online Quiz for revision
- Online forum for discussing queries with course peers and tutor.
- Distance learning support using technology enhanced learning.
- `Work based observation and reflection`

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A

	Weighting	Study time	Eligible for self-certification
Assessment component			
Group Project Portfolio with Recorded Oral Justification	40%	24 hours	No

This assessment is a summative group project portfolio in which students collaboratively plan and govern a scoped digital project using recognised project management approaches.

Students produce structured project management artefacts demonstrating method selection, governance decisions, risk management, and adaptation in response to a defined business need.

The portfolio is accompanied by a time-limited recorded oral justification in which students explain and justify their project decisions and application of project management principles.

The recording evidences understanding, reasoning, and professional judgement aligned to the learning outcomes.

Reassessment component	
Individual Project Review with written justification	No

The reassessment is an individual project review report of equivalent academic scope and level. Students are required to analyse a defined project scenario and produce structured project management documentation accompanied by a written justification explaining method selection, governance decisions, risks, and trade-offs.

The reassessment continues to assess application of project management principles and professional judgement aligned to the same Learning Outcomes.

Assessment component

	Weighting	Study time	Eligible for self-certification
Individual Project Review with Recorded Oral Justification	60%	36 hours	No

This assessment is an individual project review in which students evaluate and recommend governance, delivery approach, and risk management strategies for a defined digital project scenario.

Students must demonstrate application of project governance principles, method selection reasoning, compliance and risk evaluation, and implementation planning within organisational constraints.

The written review is accompanied by a time-limited recorded oral justification in which students explain and defend their recommendations and professional judgement.

The recording evidences understanding and reasoning aligned to the learning outcomes and does not introduce new substantive content.

Reassessment component is the same

Feedback on assessment

Feedback will be given as appropriate to the assessment type:

- Verbal individual and group feedback during lectures, seminar sessions, and on in class assessments
- Written and verbal cohort-level feedback on in-class assessments
- Written individual summative feedback on in-class and post module assessment.
- `Quizzes are marked automatically by Moodle and are formative in nature.`

Availability

Courses

This module is Core for:

- Year 3 of DWMS-H652 Undergraduate Digital and Technology Solutions (Data Analytics) (Degree Apprenticeship)
- Year 3 of DWMS-H654 Undergraduate Digital and Technology Solutions (Software Engineering) (Degree Apprenticeship)