

WM9J4-15 Programme and Project Strategy

26/27

Department

WMG

Level

Taught Postgraduate Level

Module leader

Lydia Adigun

Credit value

15

Module duration

4 weeks

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 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 (APM 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.
- Collaboratively design project and programme initiation documents and management plans, and justify the design decisions.

Indicative reading list

[Reading lists can be found in Talis](#)

[Specific reading list for the module](#)

Subject specific skills

strategic alignment

benefits management

business case
governance
portfolio management
stakeholder engagement
risk and change management
requirements management
organisational transformation

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

Study

Study time

Type	Required
Lectures	20 sessions of 1 hour (13%)
Seminars	10 sessions of 1 hour (7%)
Tutorials	(0%)
Other activity	60 hours (40%)
Assessment	60 hours (40%)
Total	150 hours

Private study description

No private study requirements defined for this module.

Other activity description

This would encompass self-study hours, group work (conducted either online or face-to-face), and online assessment workshops.

Costs

No further costs have been identified for this module.

Assessment

You must pass all assessment components to pass the module.

Assessment group A3

	Weighting	Study time	Eligible for self-certification
Assessment component			
Module Assignment	70%	42 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			
Module Assignment			No
A report analysing key elements of the module learning and applying the learning to analysis and critical discussion of case studies from industry. The resubmission should evidence clear analysis, strong critical discussion, and effective use of relevant literature. Students are expected to apply appropriate Programme and Project Management (PPM) concepts and/or strategy to an industry context or case material, with improved coherence, justification of arguments, and robust conclusions and recommendations.			
Assessment component			
Group presentation	30%	18 hours	No
Students will give group presentation (delivered live or recorded) that forms the final part of a portfolio of in-module case study exercises. This presentation will simulate a role-play to the Programme/Project Board of the case study organisation, outlining their proposed solution or recommendations. Formative exercises completed throughout the module serve to support learning and feed into the summative assessment.			
Reassessment component			
Individual Presentation			No

Weighting

Study time

Eligible for self-certification

The resubmission work will be an individual presentation on a Project Initiation pack and project management plan with Justification. The format of the assessment is either a pre-recorded video or a live presentation delivered to a tutor online or in-person.

Feedback on assessment

Students receive verbal (sometimes online/written) feedback from tutors, and peers on various formative exercises throughout the week and upon the completion of the final presentation.

Students have the opportunity to attend an optional 'digital PMA workshop', If time permits, students may receive verbal feedback on structure or drafts etc.

Students receive written feedback on the Module Assignment 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](#)

Courses

This module is Core for:

- TWMS-H1SB Postgraduate Taught Programme and Project Management (Full-time)
 - Year 1 of H1SB Programme and Project Management (Full-time)
 - Year 1 of H1SB Programme and Project Management (Full-time)