

WM9RL-15 Strategic Programme Management

27/28

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

In an increasingly complex, volatile and uncertain environment, organisations and leaders need to continue to improve and enhance their ability to respond to change in order to succeed.

Private, public and third sector organisations use programme management approaches, frameworks and techniques to implement strategy or deliver investment and associated outcomes and benefits in a wide variety of situations and to achieve different organisational objectives.

Examples include digital transformation or technological innovation, implementation of sustainability goals such as United Nations Sustainable Development Goals, (UN SDGs), or efficient and effective delivery of change or growth.

This module adopts the lens of programme management as a social practice and form of organisational learning. It utilises programme frameworks, approaches and a variety of associated and related techniques such as systems thinking, design thinking, benefits management, for considering changes requiring significant investment in people, time and resources to deliver outcomes and benefits of value to stakeholders, organizations and society.

Module aims

Organisations and industries increasingly have to deal with both disruptive and planned change

and innovation in situations where understanding and agreeing the context, goals and measurable outcomes is a key aspect.

Module materials provide students with the knowledge to critically evaluate a range of methods and techniques used with and within programme management to co-design, implement and manage delivery of change through programmes and business as usual activities.

Using lectures and case studies, the module provides students with theoretical foundations, methods and techniques related to programme management. Topics include widely adopted programme frameworks and methods, and the use of systems and design thinking to understand complex systems, concepts of value, outcomes and benefits, programmes as incremental change and systems or journeys of learning.

Students will be equipped to examine and develop the 'business case', target operating models or blueprints, and evaluate options for planning, resource allocation and risk management in complex ecosystems. They will also be able to define and implement measures for strategic objectives, value (benefits), outcomes, and outputs. Implementation frameworks and methods such as programmes, portfolios, projects and initiatives will be examined and their applicability to various contexts evaluated.

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 module is organised around 3 key themes:

Theme 1: Context: Programmes in Complex Ecosystems, incremental change and learning journeys

- Introduction and Welcome: Module topics and learning outcomes, Agreeing expectations, Assessment
- Introduction and review of organisational change, programme management frameworks, principles, themes and processes,
- Introduction to systems and design thinking
- Context and framing the situation or problem- Case studies and examples

Theme 2: Design and Programme management practices

- Vision, economic value and values, impacts, outcomes and benefits
- Stakeholders and social value, business cases
- Risk management
- Design of target operating models, blueprints,
- Planning the journey, sourcing, capability, options analysis, portfolios, projects and business activities
- Case studies and examples

Theme 3: Creating the conditions for success

- Examining and designing governance arrangements
- Leadership and management

- People and programmes as collaborative learning organisations, case studies and examples

Learning outcomes

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

- Synthesise systems thinking, change, and programme management theories to design and justify approaches that are appropriate for different organisational and delivery contexts.
- Design programme and change plans that align organisational goals with stakeholder needs, risks, and benefits.
- Critically evaluate and apply integrated tools and techniques to address programme implementation challenges.
- Demonstrate leadership in complex stakeholder environments by collaboratively or independently evaluating options and creating programme governance plan and arrangements.

Indicative reading list

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

Subject specific skills

Strategic and organisational awareness, systems thinking, programmes and project management, planning techniques, prioritisation, stakeholder analysis and engagement, evidence informed decision-making, problem definition framing and problem solving, risk management, methods and techniques.

Transferable skills

Systems and critical thinking, organisational awareness, problem solving, teamwork, communication, professionalism, sustainability, information literacy, digital literacy, self-awareness, ethical values,

Study

Study time

Type	Required
Lectures	20 sessions of 1 hour (13%)
Seminars	10 sessions of 1 hour (7%)
Online learning (scheduled sessions)	(0%)
Total	150 hours

Type	Required
Online learning (independent)	30 sessions of 1 hour (20%)
Private study	30 hours (20%)
Assessment	60 hours (40%)
Total	150 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 A

	Weighting	Study time	Eligible for self-certification
Assessment component			
AS1- Individual Written Report	70%	42 hours	Yes (extension)
A written report focussing upon research and evaluation of programme and change management practices			

Reassessment component

Individual Written Report	No
A written report focussing upon research and evaluation of programme and change management practices	

Assessment component

AS2- Group Work assessed as a group with Peer Adjustment	30%	18 hours	No
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Weighting**Study time****Eligible for self-
certification**

Group presentation based on a critical review and recommendations resulting from the evaluation of context, options and the design and development of programme plans and governance arrangements.

Reassessment component

Individual Presentation on Group
Work (AS2)

No

Recorded Individual presentation based on a critical review and recommendations resulting from the evaluation of context, options and the design and development of programme plans and governance arrangements.

Feedback on assessment

Written report to students as per WMG guidelines and assessment criteria. Further verbal feedback may be available to students on request.

Availability

There is currently no information about the courses for which this module is core or optional.