1. **Title of the module**

BUSN9113 (CB9113) Programme and Project Management

1. **School or partner institution which will be responsible for management of the module**

Kent Business School

1. **The level of the module (Level 4, Level 5, Level 6 or Level 7)**

Level 7

1. **The number of credits and the ECTS value which the module represents**

15 credits (7.5 ECTS)

1. **Which term(s) the module is to be taught in (or other teaching pattern)**

Spring

1. **Prerequisite and co-requisite modules**

None

1. **The programmes of study to which the module contributes**

MSc Management

1. **The intended subject specific learning outcomes.  
   On successfully completing the module students will be able to:**

8.1 Demonstrate a systematic and comprehensive knowledge and understanding of key theories, strategies and techniques in project management and their application (PRINCE2 and PMP).

8.2 Critically apply the principles of life cycle methodology to programme and project management.

8.3 Describe and provide a critique of the relationship between Project Management, Benefits Realisation Management, Programme Management and Portfolio Management and be able to define the responsibilities of key players.

8.4 Critically apply relevant knowledge, skills and creativity for appropriate governance in project and programme management.

1. **The intended generic learning outcomes.  
   On successfully completing the module students will be able to:**

9.1 Demonstrate transferable skills in project and programme management.

9.2 Deal with complex projects both systematically and creatively.

9.3 Demonstrate a detailed understanding of a variety of sources of information and data, including those typically used in business contexts, and an ability to evaluate their relevance and applicability to a project.

9.4 Work effectively as part of a group, and use self-direction, initiative and planning in the context of independent learning and the management of assignments.

1. **A synopsis of the curriculum**

This module will provide students with a good understanding of key concepts and theories in the field of Programme and Project Management. Students will learn about key practices and techniques and gain a good understanding of how they might be applied in real business contexts.

Indicative topics are:

* Project, programme and portfolio management concepts.
* Bodies of knowledge and methodologies (APM, PRINCE2, P2M, PMP, MSP, MoP).
* Role of the project / programme support office/ Project Management Office (PMO)
* Project and programme organisation structures and roles.
* Life cycle, principles and processes.
* Business case and investment appraisal.
* Scheduling.
* Budgeting and cash flow.
* Earned value management.
* The use of MIS in project management
* Measurement, control and risk management in projects.
* International Project Management: Multi-cultural management.
* Agile project management versus traditional project management.
* Researching Projects.

1. **Reading list (Indicative list, current at time of publication. Reading lists will be published annually)**

Axelos (2011), *Managing successful programmes*, 4th ed., London: TSO Shop, United Kingdom.

Bradley, G. (2010), *Benefit Realisation Management: A Practical Guide to Achieving Benefits through Change*, 3rd ed., Farnham: Gower Publishing Company, UK.

Jenner, S. and APMG International (2014), *Managing benefits: optimizing the return from investments*, 2nd ed., London: Stationery Office

Letavec, J. (2014), [*Strategic Benefits Realization: Optimizing Value through Programs, Portfolios and Organizational Change Management*](http://www.projectmanagement.com/books/281885/Strategic-Benefits-Realization--Optimizing-Value-through-Programs--Portfolios-and-Organizational-Change-Management), Plantation, Fl.: Ross Publishing

Martenili, Waddell, Rahschulte, *Program Management for Improved Business Results*, 2nd ed., Chichester: Wiley

Project Management Institute (2013). *A Guide to the Project Management Body of Knowledge: PMBOK® Guide*, 5th ed., Philadelphia, PA. : Project Management Institute, US.

Project Management Institute (2013). *The Standard for Program Management*. 3rd ed., Montvale, NJ. : Institute of Management Accountants, US.

Zwikael, O. and Smyrk, J. (2011), *Project management for the creation of Organisational value*, New York: Springer

Useful Journals include: International Journal of Project Management, Journal of Operations Management, Production and Operations Management and Business Process Management Journal.

1. **Learning and teaching methods**

Total contact hours: 24

Private study hours: 126

Total study hours: 150

1. **Assessment methods**
   1. Main assessment methods

VLE Quiz, 1 hour (40%)

Group Written Project (3000 words) (60%)

13.2 Reassessment methods

Reassessment Instrument:100% coursework

1. **Map of module learning outcomes (sections 8 & 9) to learning and teaching methods (section12) and methods of assessment (section 13)**

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Module learning outcome** | *8.1* | *8.2* | *8.3* | *8.4* | *9.1* | *9.2* | *9.3* | *9.4* |
| **Learning/ teaching method** |  |  |  |  |  |  |  |  |
| Lectures | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |
| Seminars | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |
| Independent  study | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |
| **Assessment method** |  |  |  |  |  |  |  |  |
| VLE Quiz | **X** | **X** | **X** | **X** | **X** | **X** | **X** |  |
| Group written project | **X** | **X** | **X** | **X** | **X** | **X** | **X** | **X** |

1. **Inclusive module design**

The School recognises and has embedded the expectations of current equality legislation, by ensuring that the module is as accessible as possible by design. Additional alternative arrangements for students with Inclusive Learning Plans (ILPs)/declared disabilities will be made on an individual basis, in consultation with the relevant policies and support services.

The inclusive practices in the guidance (see Annex B Appendix A) have been considered in order to support all students in the following areas:

a) Accessible resources and curriculum

b) Learning, teaching and assessment methods

1. **Campus(es) or centre(s) where module will be delivered**

Medway

1. **Internationalisation**

Internationalisation is formally reflected in subject specific learning outcomes for the module which include to: demonstrate a comprehensive knowledge and understanding of the international dimensions of effective programme and project management, including contemporary theories, models and framework which inform current practice. In addition, the module will extensively use examples of international companies in lectures and seminars.

**FACULTIES SUPPORT OFFICE USE ONLY**

**Revision record – all revisions must be recorded in the grid and full details of the change retained in the appropriate committee records.**

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| --- | --- | --- | --- | --- |
| Date approved | Major/minor revision | Start date of the delivery of revised version | Section revised | Impacts PLOs (Q6&7 cover sheet) |
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Revised FSO Jan 2018