

SYLLABUS

Module Objectives

The module aims to provide you with appropriate knowledge and skills to understand and apply Project Management strategically within your organisation. Projects can be undertaken in a wide range of contexts and there is a need to develop an understanding of key principles and concepts that underpin issues and challenges that sponsors and project and/or general managers face when designing and managing projects to meet their own or other clients' needs. The module takes a systems approach to the integration of project management principles, processes, tools and techniques. The focus is on alignment, deployment and operations of processes and systems within a project management framework.

The objectives of the Project Management module are to:

1. Provide a broad foundation in project management against which complex business and project challenges may be aligned, framed and managed.
2. Recognize strategic and context factors, which will influence the deployment of systems & processes for delivery of project benefits.
3. To deepen knowledge of the range of project management practices, models, and ideas available to managers.
4. Enable efficient and effective project management practice in an organisational context.
5. Define the challenges that face sponsors and project managers and the approaches used to manage these challenges effectively and efficiently to bring about beneficial outcomes for stakeholders.

Learning Outcomes

The learning outcomes from studying the Project Management module are set out below. Whilst the assessment strategy will assess that participants have achieved a balance of these outcomes at MBA level, during the course learners will have the opportunity via blended learning delivery to demonstrate a range of learning outcomes particularly around critical thinking, analysis, working in distributed teams and cooperation.

The assignment will provide an individual with an opportunity to demonstrate that they have developed mastery over the analysis and synthesis process and acquired competence in handling substantive volumes of information. Within the assessment there should be evidence of the acquisition and application of subject specific knowledge and understanding and cognitive skills.

The module provides opportunities for participants to achieve the following outcomes:

- Participants will have a systematic understanding and critical awareness of the module and the current issues relating to project management within organisations and how project related processes and systems are managed in context.
- Describe and understand the importance of appropriate lifecycles including the generic principles of Concept, Design, Implementation, Handover.
- Recognise interfaces within the organisation such as operations management, change management and integration with existing business processes.
- Recognise the approaches that project management provides to manage novel activity effectively and efficiently to bring beneficial outcomes to stakeholders.
- Appraise and produce appropriate project management systems to meet different types of projects in different environments.

Preliminary tasks

To prepare for the three day workshop, participants will be expected to engage with a series of readings that will be made available to them prior to the workshop.

Course work

The three day workshop will generally consist of a mix of orientations to and overviews of elements of each topic in the form of lecturer presentation together with exercises, group discussion and case studies (with plenary feedback to the larger group) to allow participants to explore key issues, concepts or applications. In each session lecturers will also refer to topic specific sources, often journal articles, which are the key readings for the module.

The key topics covered address the aim of enabling participants to develop an appreciation and understanding of:

- The context and strategy of project management.
 - Project management processes, procedures and guides.
 - Project management functions.
 - Project management lifecycles.
 - Governance of Project management appraisal, audits and health checks.
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Evaluation

Evaluation of the module has a two component consisting of a group presentation of 15 minutes during the workshop and an individual assignment submitted after completion of the module.

- Group presentation (Undertaken during workshop) 20%
- Individual assignment (submitted after workshop) 80%

Background readings

The main text that will be used to support the module is:

- Larson, E. & Gray, C. (2020) Project Management: The Managerial Process 8th ed (International student edition). McGraw-Hill Higher Education ISBN: 1260570436

However, this should be complemented by a range of reading beyond the text book. Journal articles will be particularly relevant in exploring current conceptions of project management in organisations. Additional resources will be highlighted throughout the course – these are designed to help participants in preparing for the evaluation of this course.

As an alternative a **free e-book** which will act as an introduction to those new to project management:

Newton, P. & Bristoll, H. (2015) Principles of Project Management. This can be accessed from:

<http://www.free-management-ebooks.com/dldebk/dlpm-principles.htm>

Schedule

Note: The schedule is indicative and designed to show the broad structure of the 3 day taught module. Timings have been adjusted due to the online nature of the workshop e.g. longer refreshment breaks.

Day 1	
09:00 – 10:30	<ul style="list-style-type: none"> Welcome Overview of module Assignment briefing
10:30 - 11:00	<i>Refreshment Break</i>
11:00 – 12:30	Aligning and governing operations and projects
12:30 - 13:30	<i>Lunch</i>
13:30 – 14:30	Project management processes, procedures & lifecycles
14.30 – 17:00	<ul style="list-style-type: none"> Briefing for day 3 case study presentations Participants to commence preparation for case study presentations on day 3 The group needs to arrange their own time for breaks and finish for the day. The tutor will remain in the room until 17:00 for any advice you might need.
17:00	Close of day 1

Day 2	
09:00 – 10:30	Defining the work – Scope and requirements management
10:30 - 11:00	<i>Refreshment Break</i>
11:00 – 12:30	Stakeholder management & Procuring project resources
12:30 - 13:30	<i>Lunch</i>
13:30 – 15:00	Managing risk and uncertainty
15.00 – 17:00	<ul style="list-style-type: none"> Participants to continue preparation for case study presentations on day 3 The group needs to arrange their own time for breaks and finish for the day. The tutor will remain in the room until 17:00 for any advice you might need.
17:00	Close of day 2

Day 3	
09:00 – 10:30	Leadership and team development
10:30 - 11:00	<i>Refreshment Break</i>
11:00 – 12:30	Participants to finalise preparation for case study presentations
12:30 - 13:30	<i>Lunch</i>
13:30 – 15:45	Group presentation of case study and feedback Each group to have 10 mins presentation with 3 mins Q&A.
15:45 – 16:00	<ul style="list-style-type: none"> Wrap up and review Assignment question
16.00	End of taught project management module

Some content and timings may be adjusted during the workshop to suit participant's needs. This will be discussed and agreed with the group as/if required.

Other course policies

Attendance:

Given that a substantial amount of knowledge will be acquired in class through individual and team discussions, attendance will be considered a crucial issue in this course. If a participant needs to be absent in some session, it should be communicate it to the instructor well in advance.

Punctuality:

Problem formulation is made at the beginning of the class. That activity determines and shapes the rest of the class analysis and discussion. So, being late in the session will strongly limit the student's ability to actively participate and share his/her thoughts. Furthermore, to leave the class before its end is unacceptable either.

Individual Participation:

One of the basic skills of any person in the business world is the ability to communicate his/her ideas in an organized and intelligible fashion. For that reason, class participation becomes a fundamental expected attitude in the course participants. Highly valued comments and contributions include: focusing in topics not fully discussed yet, sharing different perspectives in the analysis, commenting working experiences related to the cases under study, and applying theories/frameworks/models that may help find a solution to the problem.

Had a participant not being able to prepare for class discussion, he/she is expected to communicate it to the instructor at the beginning of the class.

Academic Integrity:

COTRUGLI Business School support and expect the highest standards of academic honesty. Just as integrity is valued in the workplace, it is also the foundation for how we should conduct ourselves during the course. Academic misconduct will not be tolerated. As such, students should not share any information regarding exams or presentations. Copying work of other participants, especially during the period before and after the residency, is a serious offense.

Discussion of individual assignments is encouraged, but the end product is expected to be an individual's effort. It is the responsibility of the course participants to contact the instructor with any question they might have of what constitutes appropriate ethical standards.

<p>NOTE: The content of the syllabus might be modified during the course to better meet the needs and expectations of the participants. Complementary material will be distributed during the classes.</p>
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Professor's Profile

Name: Dr Steve Simister



Qualifications:

- BSc (Hons) Building Surveying
- Ph.D. Project Management
- Fellow of the Association for Project Management (FAPM)
- Registered Project Professional (RPP - APM)
- Chartered Project Professional (ChPP – APM)
- Member of the Royal Institution of Chartered Surveyors (MRICS) – Chartered Project Management Surveyor

Profile:

Steve is a consultant and lecturer in project, programme and portfolio management.

He has a portfolio career as a Director of his own consultancy organisation (Oxford Management & Research Ltd) and also heads up the Project & Programme management unit at Henley Business School (UK). His specialism is in assisting clients such as BP, Network Rail and Pfizer to deliver project requirements to meet their business needs. More specifically Stephen facilitates organisations endeavours to align and integrate project activities into business operations. He has experience of most business sectors and has been involved in all stages of project lifecycles. Steve is Gateway reviewer with Local Partnerships and has led over 100 Gateway reviews, many on PFI projects. At Henley, Steve has provided a series of workshops enabling clients to design and implement their change programmes in a more effective manner.

Prior to establishing his own consultancy Steve worked for Bovis Program Management in their London based European headquarters. Here he provided consultancy project management services to clients such as Pfizer, BP, P&O, MOD, Heritage Lottery Fund, Railtrack and Dublin Light Rail. In addition, he provided support to project managers working on Bovis projects on an International basis.

As a fellow of the Association for Project Management, Steve is past chairman of the Contracts & Procurement Specific Interest Group. He is also an assessor for APM's Chartered Project Professional (ChPP) standard. Steve is also a Chartered Project Management Surveyor with the Royal Institution of Chartered Surveyors and sits on the construction procurement panel. In this capacity he provides advice to surveyors on all matters relating to procurement, especially during the initial phases of a construction project.

Steve lectures at a number of European universities and has written extensively on the subject of project and risk management. He was on the authoring committee for APM's refresh of their Body of Knowledge 6th ed. (2012) and Project Risk Analysis and Management guide 3rd ed (2012). He is also a contributor to Gower's Handbook of project management 5th ed (2014).

Steve sits on both BSI and ISO committees for project and programme management (TC258) and was part of the team that created ISO 21502: Guide to Project Management issued in 2020.