BS0821: Project Management

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OFFICE HOURS
The Module Leader will be available in their office on Fridays, between 4pm and 5pm (TBC on the first week of term).

MODULE AIMS
The module provides students with an understanding of project management and its central role in the modern business organisation. It presents methods that are used to:

- define project environments, such as organisational strategy and major stakeholders
- design project processes via time planning, cost and benefits planning, as well as risk management
- execute projects, by considering elements of organisational theory, management and leadership, as well as project control
- improve project performance via organisational learning

The module challenges some of the assumptions underlying traditional project management, such as the focus on time, cost and quality (the “triple constraints”) and the “one-size-fits-all” approach. While traditional project management tools and techniques are essential, students will be introduced to new concepts, frameworks and models which show that projects are increasingly important to the growth and innovation objectives of the modern organisation.

MODULE OBJECTIVES

Knowledge Objectives
Students will learn about the key concepts, frameworks and models of project management and types of project organisations. Using practical examples, the module will demonstrate how these approaches can be successfully applied in the management of major projects and project-based organisations.

Skill Objectives
Students should develop an appreciation of the skills required of all project managers:

- leadership and strategic skills
- organisational and team-based skills
- basic skills in time planning, cost and benefits planning and risk management
- integrative skills from both a project and a business perspective
LEARNING OUTCOMES

Upon completion of this module, students will be able to:

• plan for project success beyond the triple constraints of time, cost and quality
• analyse, interpret and provide solutions to strategic, organisational and operative challenges arising in the management of projects
• use and apply basic tools of project management likely to be encountered in practice

STRUCTURE

The module consists of one lecture a week for ten weeks. Classroom sessions will be interactive and include a combination of lectures, classroom discussions and in-class exercises of topics in project management.

TEACHING METHODS

The module is based on self-study, lectures, module notes, group work and in-class exercises. The lectures are illustrated with examples of major projects and the practice experiences of international firms. The use of exercises will illustrate the challenges of managing projects and project-based organisations in real-world settings.

Students are provided with module notes that are based on the book listed below. Students are expected to engage in class discussions and exercises related to the topic of each week’s session.

MODULE ASSESSMENT

Assignment

• multiple-choice test (50%)
• group project essay (50%)

The group work assignment examines the management of a particular project. The exercise is designed to illustrate the practical challenges involved in managing a project and its risks and benefits. It should also assess the strategic importance of the project to the firm or group of firms involved. In the report, please clearly identify the project in terms of the evaluation, planning, developing, controlling, and learning processes. Provide as much detail as you could obtain. The exercise should reveal an interesting, challenging or unique situation about the project event. Describe what your team would do in this situation if you were responsible. Support your decision with proper reference to any material from the class or literature. The assessment of this exercise is based on the production of a written report.

READING LIST

The module is based on the following book: