

Module Title DELIVERING WINNING PROJECTS

Date of Approval: December 2011

Module Code 6GN500

Pre-requisite None

Module Level 6

Credit value 20

**Total Number
Of Learning Hours** 200

Key Words Projects, MS Project, Management Styles, PLC, Iron Triangle,
Strategy, Skills, Contracts, Partnerships

**Module Delivery
Mode:** Blended /Face to Face

Module Description

Projects can range from construction to refurbishment of premises, introduction of new information technology systems to outsourcing/off-shoring of work previously tackled in-house, and redesign or re-engineering of products, services and processes.

At the same time projects should align and contribute to the overall strategic objectives of the organisation.

A significant number of projects fail to fully achieve their objectives, despite a well established body of academic theory about project management. This module explores principles, practices and techniques which are vital to the **successful** leadership and commercial management of projects, across a range of industry sectors. Project Managers have a pivotal role in the initiation, planning and control of projects, and in the development and on-going management of resulting contracts. Project management is concerned with consistently achieving objectives relating to quality, cost and time.

Module Learning Outcomes

On successful completion of the module, students will be able to:

1. Identify and assess organisational and strategic issues relevant to project management
2. Assess and justify different approaches to managing projects using a variety of philosophies, methodologies, tools and techniques
3. Apply a range of practical project management tools and techniques to the overall

- management of a project throughout the Project Life Cycle.
- Evaluate the critical success factors in successful project management.

Module Content

Projects and Strategy

Organisational Structures for winning projects

Value-Chain and Strategic Alliances, Partnership Sourcing and Cybernetics, Viable Systems

Modelling, Hard and Soft-Systems Methodology

Managing Projects – management styles

Managing Projects – technical and inter-personal skills

Approaches to managing projects using a variety of methodologies, tools and techniques

The Project Life Cycle and other project approaches (Prince2, agile and lean projects, project excellence etc)

Evaluate key success factors in successful project management.

Using Project Management Software

Module Learning and Teaching Methods

Activity type	Hours	Category
Lectures:	12 hours	1
Seminars and Workshops	24 hours	1
Guided independent study:	164 hours	2
Total:	200 hours	

Total Learning Hours in each category:

- Category 1: $(12+24) = 36$ hours(18%)
- Category 2: 164 hours (82%)

This module will be presented in the form of interactive lectures and seminars. Students will be expected to take responsibility for their own learning and re-enforcement, with particular emphasis on activities between taught sessions, and on testing out ideas within their own organizations or in case studies. Senior practicing project managers may be invited to give guest presentations on practical issues and they may assist with panel discussions. Groupwork and peer learning will be encouraged to build a class-team of students with (mostly different) individual learning-styles and objectives.

Coursework will be linked to the students' organisations and to their present and future positions and responsibilities. These and other case studies will provide fertile ground for deepening students' capabilities and understanding. These varied coursework activities such as discussions about contemporary high-profile projects such as the London Olympics 2012 will be part of the formative assessments, which will provide a good foundation to enable students to undertake the summative assessments which will test achievement of the module learning outcomes.

Elements of the module will be linked in an integrative business perspective by means of Integration & Enhancement sessions.

Module Assessment

Mode: Coursework /Examination 100%

Formative Assessment. During seminars, learning activities will be provided for students to demonstrate their learning to date, these will include identifying and evaluating the key elements of the primary stages a project plan, there will also be opportunities for one to one discussions regarding assessment progress.

Summative Assessment

Coursework 1 100%

Students will provide an individual report which covers both evaluation of theories underpinning successful project management and also enables the student to demonstrate the application of those theories, together with practical skills including the development of a project plan.

Reading list

Recommended Textbooks

Maylor, H. (2009) *Project Management*, 4th Ed, London, Pearson

Or

Meredith, J.R. and Mantell S. (2006) *Project Management : a managerial approach*, International Edition, 6th ed. - New York; Chichester : Wiley,

Other Readings

Boddy, D (2002) *Managing Projects: building and leading the team*, London, Prentice Hall

Burke, R. (2008) *Project Management : planning and control techniques*, 5th Ed. - Chichester : Wiley,

Clements, James, P, and Gido, J. (2009) *Effective Project Management*, 4th Ed, London, South-Western, Cengage Learning

Crawford, L. et al (2006) Uncovering the trends in project management. *International Journal of Project Management*, 24/2/175-184

Flyvbjerg, B., Bruzelius, N. and Rothengatter, W. (2003) *Megaprojects and Risk*, Cambridge, Cambridge University Press

Gardiner, P.D. (2005) *Project Management, a Strategic Planning Approach*, Basingstoke, Palgrave Macmillan

Gido, J., and Clements, J.P. (2004) *Successful Project Management with MS Project 2003*, Cincinnati, South-West Publications

Lock, D. (2008) *Project Management*, 9th ed. - Aldershot : Gower

Lockyer, K. G. and Gordon, J. (2005) *Project management and project network techniques*, 7th Ed, London, FT-Prentice Hall

Newton, R. (2009) *The Practice and Theory of Project Management: Creating value through change*, Palgrave MacMillan

Nichols, J.M. and Steyn, H. (2008) *Project Management for Business and Technology: Principles and Practice*, 3rd Ed, New York, Prentice-Hall

Pinto, J.K. (2007) *Project Management: Achieving Competitive Advantage and MS Project: International Edition* FT Prentice-Hall

PMI (2006) *A Guide to the Project Management Body of Knowledge*, 5th Ed, London, Project Management Institute

Other Readings – E-books, available through the Library Catalogue

Muir, Nancy, (2007) [Microsoft Office Project 2007 for dummies](#) Hoboken, N.J. : Wiley ;
Chichester

Harper-Smith, Patrick (2009) [Project management](#) Harlow : Financial Times Prentice Hall

Kerzner, Harold (2009) [Project management \[electronic resource\] : a systems approach to planning, scheduling, and controlling](#) Hoboken, N.J. : John Wiley & Sons

Lockyer, K. G. (2005) [Project management and project network techniques \[electronic resource\] : seventh edition of Critical path analysis and other network techniques](#) London : Routledge

Marmel, Elaine J (2007) [Microsoft Project 2007 bible \[electronic resource\]](#)

Journals

Are mostly available on Periodicals shelves, (Lower Ground Floor). Or on-line. Back issues on adjacent racking

[Project Manager Today](#)

The International Journal of Project Management

Project Management Journal (PMI)

PMNETwork is the monthly professional magazine of the Project Management Institute

Project is the official magazine of the Association of Project Managers

Project News - A Newsletter

Projects@Work is a business-to-business magazine

Useful web sites

www.pmi.org/info/default.asp

www.4pm.com

www.pmforum.org

www.apm.org.uk

www.allpm.com

www.ipma.ch

www.tenstep.com

www.project-training-uk.freemove.co.uk

www.mace.manchester.ac.uk/project/research/management/rethinkpm/default.htm

www.comp.glam.ac.uk/pages/staff/dwfarth/projman.htm#automated