

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, PLC, Iron-Triangle, Strategy, Skills, Contracts, Partnerships
Module Delivery Mode:	Blended /Face to Face

Module Description

Good project managers are hard to find and so you will find this modules really useful for your future business career as you will develop skills in this exciting and challenging area.

Project management is the discipline of planning, organizing, motivating, and controlling resources to achieve specific goals. A project is a temporary endeavor with a defined beginning and end (usually time-constrained, and often constrained by funding or deliverables), undertaken to meet unique goals and objectives, typically to bring about beneficial change or added value (Turner (2010). The temporary nature of projects stands in contrast with business as usual/operations (Slack et al 2010) which are repetitive, permanent functional activities to produce products or services. In practice, the management of these two approaches is often quite different, and as such requires the development of distinct technical, inter-personal skills and management strategies (Buchanan and Boddy, 1992, PMBOK 2010).

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. Examples of Projects can include the Pyramids, The Great Wall of China, The Channel Tunnel, The Millennium Dome (now O2 arena) and the London Olympics and Paralympics 2012.

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 (PMBOK 2010 estimates as many as 75% of projects fail to fully achieve their intended outcomes), despite a well-established body of academic theory about project management.

You will explore principles, practices and techniques which are vital to the **successful** leadership and commercial management of projects, across a range of industry sectors. You as a Project Manager can have a pivotal role in the initiation, planning and control of projects, and in the development and on-going management of resulting contracts. As a Project Manager you would be tasked with consistently achieving objectives relating to quality, cost and time. Given the turbulent environment in which business operates today more and more of what is done in the workplace is 'project work' and less and less is 'business as usual'. This means you can become really valuable to an employer because of the skills you acquire on this module.

Module Learning Outcomes

On successful completion of the module, you 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.
4. Evaluate the critical success factors in successful project management.

Module Content

Projects and Strategy looks at how projects contribute to the overall strategy of an organisation

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 and Methodologies (MS Project, Primavera, PRINCE2)

Module Learning and Teaching Methods

Activity type	Hours	Category
Lectures:	12 hours	1
Seminars and Workshops	36 hours	1
Guided independent study:	152 hours	2
Total:	200 hours	

Total Learning Hours in each category:

- a) Category 1: (12+36) = 48 hours (24%)
- b) Category 2: 152 hours (76%)

This module will be presented in the form of interactive lectures and seminars. You will be expected to take responsibility for your own learning and re-enforcement, with particular emphasis on activities between taught sessions, and on testing out ideas within your own organizations or via case studies. Senior practicing project managers will be invited to give guest presentations on practical issues and they may assist with panel discussions. We will also endeavor to visit examples of live projects in the local area.

Groupwork and peer learning will be encouraged to build a class/team of students with (what might be different) individual learning-styles and objectives.

Coursework will be linked to your own organisations (if appropriate) 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. You will be encouraged to explore international projects to appreciate the wide range of projects that are undertaken in the contemporary global environment.

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

Module Assessment

Mode: Coursework 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. This will be related to a real-life current business project. Project Managers will be involved in the preparation, launch and evaluation of this assessment method.

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.freeseve.co.uk

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

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