

MASTER OF SCIENCE IN PROJECT MANAGEMENT AWARDED BY BIRMINGHAM CITY UNIVERSITY (BCU)

PROGRAMME SPECIFICATION

PROGRAMME PHILOSOPHY AND AIMS

Overall the course aims to produce skilled managers capable of administering major projects within and across organisations utilising the latest tools and technologies. The course will encourage creative thinking and the development of leadership and management skills through teamwork, discussion and peer review. Building on a foundation of the generic skills required by tomorrow's managers, the programme explores the wider context of project management, the extended enterprise, commercial and contractual issues, finance and risk. You will engage in independent study and systematic enquiry at an advanced level and take responsibility for the conclusions drawn from it. There will be opportunity to integrate and differentiate a variety of traditions and bodies of knowledge and to continue to advance their knowledge and understanding, and to develop new skills to an advanced level.

In addition to further academic research opportunities, career prospects are expected to keep pace with the rapid advances in management methods and intelligent based technologies, hence, there is expected to be continuing demand for competent, versatile postgraduates who can design and implement innovative solutions for industry.

The programme has achieved academic accreditation from the Association of Project Management (APM). This accreditation has been achieved in recognition for demonstrating that key principles set out in the APM Body of Knowledge (6th Edition) have been incorporated and integrated into curriculum design and module development of the programme. The teaching and learning on the programme focuses and emphasises the importance of the Body of Knowledge and ensures that we incorporate it within the guiding principles underpinning the programme.

The programme aims to:

- Provide skilled managers with essential attributes to enter industry at their highest possible level and equip them with the capability to be creative, reflective and critical in their careers as Project Managers. This will involve working and participating in cohesive teams.
- Facilitate students to develop a systematic understanding and a critical awareness of the problems, issues and opportunities in the project management environment.
- Provide students with an awareness and appreciation of the conflicting interests within the project management environment and the political, social, cultural, economic, technological, environmental, legal and organisational factors involved in these. An opportunity will be provided through field trips etc.
- Develops students' professional competences and prepares them for employment and career development within a global project management environment.
- Expose students to good project management practices in different countries and encourage intercultural experience and collaboration to foster a strong global perspective.

Intended learning outcomes and the means by which they are achieved and demonstrated:

Learning Outcomes

Outcomes/Aims	Pursuing Excellence	Practice Led Knowledge Applied	Interdisciplinarity	Employability Driven	Internationalisation
1. Knowledge & Understanding					
1.1 Concepts, theories and principles of project management and professional practice.	X	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2 The skills of analysis, synthesis and decision making in the resolution of project challenges.	X	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3 Project management methodologies, innovation and creativity in management across the extended enterprise and global arena.	<input type="checkbox"/>	<input type="checkbox"/>	X	<input type="checkbox"/>	X
1.4 The structure of industrial systems and how these systems may be used to meet the varying demands placed on companies.	<input type="checkbox"/>	X	<input type="checkbox"/>	X	<input type="checkbox"/>
1.5 Organisational configuration to achieve more rapid responsiveness to a changing global environment.	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X
2. Cognitive & Intellectual Skills					
2.1 Argue rationally and draw independent conclusions based on a rigorous, analytical and critical approach to support an argument.	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2.2 Write fully researched and referenced reports which evaluate both technical and management issues.	X	X	X	X	<input type="checkbox"/>
2.3 Synthesise theory and practice systematically and creatively to specify, design and implement effective solutions.	<input type="checkbox"/>	X	<input type="checkbox"/>	X	<input type="checkbox"/>
2.4 Demonstrate, in an analysis of a specified problem, a high level of competence and understanding of the data manipulation, information presentation and delivery.	X	X	X	X	X
2.5 Apply new technologies and techniques to solve present and future industrial and commercial problems nationally and internationally.	<input type="checkbox"/>	X	<input type="checkbox"/>	X	X
3. Practical & Professional Skills					
3.1 Access information from a variety of sources and appraise its suitability for master's level research.	X	<input type="checkbox"/>	X	<input type="checkbox"/>	<input type="checkbox"/>

3.2 Apply the knowledge, skills and methodologies of project management to the analysis and solution of complex problems.	X	X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.3 Possess a defined body of knowledge, skills and understanding and analyse its relationships with conceptual frameworks and professional practice.	X	X	X	X	<input type="checkbox"/>
3.4 Reflect on personal attributes, both theoretical and practical, and modify approach to maximise learning opportunities.	<input type="checkbox"/>	X	X	X	X
3.5 Interpret and critically evaluate knowledge, concepts and ideas and/or forms of creative expression, to deliver a quality product or service.	<input type="checkbox"/>	X	X	X	<input type="checkbox"/>
4. Key Transferable Skills					
4.1 Manage learning and self-development, including time management and prioritising of work when tackling and solving complex problems.	X	X	<input type="checkbox"/>	X	<input type="checkbox"/>
4.2 Communicate effectively in writing, orally and in presentations to specialist and non-specialist audiences.	<input type="checkbox"/>	X	X	X	<input type="checkbox"/>
4.3 Make effective use of IT including word and data processing packages, internet and electronic information sources.	<input type="checkbox"/>	X	X	X	<input type="checkbox"/>
4.4 Systematically research a topic, synthesise and critically evaluate data and information from a variety of web-based and traditional sources.	<input type="checkbox"/>	<input type="checkbox"/>	X	X	X
4.5 In cooperation with others, plan and implement tasks at a professional level and contribute to team goals through making sound judgements.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	X	X

Learning teaching, and assessment methods used

Lectures are used to introduce themes, theories and concepts, which are further explored in seminars. Technology enhanced learning is used, where appropriate, through the provision of online resources, discussion forums and other activities. Advanced textbooks are used, together with professional material and journal articles, in order to ensure that students develop a critical understanding of work at the forefront of their discipline. The module guides' direct students to a full range of resources, including books and journals, as well as specialised course-based material.

Analytical and problem solving skills are further developed using a range of appropriate 'real' and 'theoretical' case studies and problem-based learning scenarios.

Practical, sessions are used to develop practical skills and to place theory in a work-related context.

Learners extend research skills ability, together with additional induction sessions, to develop the key skills of research, academic writing and time management required for study at masters level. These skills are further developed and placed into context by undertaking a major individual project.

Transferable/key skills are pervasive and incorporated into modules and assessments as appropriate, e.g. team-working skills are fostered via group activities. Learners are encouraged to plan their own work schedules and are required to meet deadlines. Reflection and self awareness are fostered throughout.

A range of assessment methods are employed with associated assessment criteria. Knowledge and skills are assessed, formatively and summatively, by a number of methods such as coursework, examinations (seen and unseen, open and closed-book), presentations, practical assignments, vivas, online forums, podcasts, and project work.

PROGRAMME SYNOPSIS

Module 1: Research Methods (20 Credits)

The module aims to provide students with a foundation for academic research skills employed in all modules, but particularly the Master's dissertation. This will enhance students learning experience, so the research is both industry-relevant and academically valuable. Student will learn to evaluate the conceptual nature of research philosophies and methods, appraise existing literature to develop a literature review using a literature review using appropriate research methods and techniques, design a poster presentation which outlines integrated and analysed data using appropriate research methods and techniques and make critical judgements on the applicability of appropriate professional skills and research ethics within a given research context.

Module 2: Resource Management (20 Credits)

This module focuses on resource management and its effective deployment and allocation to achieve sustainable competitive advantage for organisations. Two main resources will be considered - human and financial. Students will be introduced to theoretical concepts underpinning resource development, change management, motivational theories, learning organisations, financial methods, investment appraisal and budgeting, as well as financial and management accounting. Students will also identify the theories and techniques relating to human capital development, in particular those around motivation, as well as examining the role of financial management techniques for the monitoring and control of financial resources.

Module 3: Procurement & Contract Law (20 Credits)

All organisations need input of goods and services from external suppliers or providers. This module examines the developing role of purchasing and procurement within the supply function. Using contract law and its relevant legal duties, rights and processes, students will gain an understanding of the underpinning contractual obligations for individuals and organisations. Students will evaluate common challenges faced by procurement and supply chain managers and how to overcome them. Students will also appraise the main contracting issues for major programmes and projects, the main legal issues that relate to the formation of relationships in supply chains and the legal implications of contractual non-performance in procurement and supply.

Module 4: International Operations & Logistics (20 Credits)

This module will provide students with the opportunity to undertake a critical evaluation of supply chain management and its links to the marketplace, distribution networks, the manufacturing process and the procurement activity required, ensuring that customers are served by lower operational costs through effective logistics and supply chain operations. Students will learn to critically appraise current practices in operations management, evaluating a variety of delivery modes and sales order planning. Students will also evaluate and interpret the nature, scope and purpose of strategies for efficient logistics and supply chain management as well as best practice in procurement cycle concepts.

Module 5: Principles of Project Management (20 Credits)

Project Management is the application of processes, methods, knowledge, skills and experience to achieve objectives. Projects can range from construction of a new building to the launch of new product, or from outsourcing previous in-house functions to the re-engineering of products, services and processes. This module will deal with the two main stages of any project- planning and implementation. Students will critically analyse project management methodologies and tools, evaluate approaches to human resource management for a successful project, assess the role of quality and risk management in the delivery of successful project, assess the role of quality and risk management in the delivery of successful projects, and evaluate the usefulness of current tools and software.

Module 6: International Business & Marketing (20 Credits)

This module provides a particular focus on global strategic positioning, entry strategies and alliances, and effective cross-cultural boundaries and management, in order to develop and maintain successful global management for products and services in a globalised world. The module will reflect on current research, events and global developments and include many company examples alongside international marketing theory, norms and practices. Students will evaluate the effects of changes in the business environment on an enterprise, appraise the suitability of resources and capabilities of business enterprise to achieve business objectives, and formulate and present a marketing-led business development plan.

Module 7: Individual Master's Project (60 Credits)

Students will understand a sustained, in-depth and research-informed project, exploring an area of personal interest to the students. In an agreement between the student and supervisor, he/she will decide on the his/her topic which will take the form of a practical outcome (artefact) with accompanying contextual material. The topic must be aligned to the programme that students are studying and informed by the research strategy of the school. Students should also consider the relevance of this topic to their future academic or professional development. Students are expected to work independently but will receive additional one-to-one support from their supervisor, who will be familiar with his/her chosen topic areas.