



UNIVERSITY
OF LONDON

Programme Specification 2022–2023

Project Management

MSc

PGDip

PGCert

Individual modules

Project Management
(Software Development)
Project Management
(Sustainability)

MSc

Individual modules

Important document – please read

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Important information regarding the Programme Specification

About this document

Last revised 7 April 2022

The Programme Specification gives a broad outline of the structure and content of the programme, the entry level qualifications, as well as the learning outcomes students will achieve as they progress. Some of the information referred to in this programme specification is included in more detail on the University of London [website](#). Where this is the case, links to the relevant webpage are included.

Where links to external organisations are provided, the University of London is not responsible for their content and does not recommend nor necessarily agree with opinions expressed and services provided at those sites.

If you have a query about any of the programme information provided, whether here or on the website, registered students should use the ‘ask a question’ button in the [student portal](#). Otherwise, the *Contact Us* link at the bottom of every webpage should be used.

Terminology

The following language is specific to the Project Management programme:

Module: Individual units of the programme are called modules. Each module is a self-contained, formally structured learning experience with a coherent and explicit set of learning outcomes and assessment criteria.

Core module: A compulsory 15-credit module that must be taken.

Optional module: A 15-credit module that is chosen from a number of options.

Study session: There are four study sessions in a year, each lasting 10 weeks. Sessions begin in October, January, April and July. Each session is followed by an assessment submission point.

Resitting the assessment of a failed module: When you resit a failed module you will not be allocated a tutor group but you will have access to the learning materials on the VLE and you will be required to resubmit your summative assessment.

Repeating a failed module: When you repeat a failed module you will be allocated a tutor group, you will have access to the learning materials on the VLE and you will be required to resubmit your summative assessment.

Key revisions made

Programme specifications are revised annually. The quality committee of the member institution providing academic direction, as part of its annual review of standards, confirms the programme structure and the educational aims and learning outcomes, and advises on any development in student support. Where there are changes which may impact on continuing students, these are listed below. For all new students, the programme and general information provided in this document is correct and accurate and will be applicable for the current year.

Significant changes made to the Programme Specification 2022–2023

The Project Management specialisms in Software Development and Sustainability are offered for the first time in October 2022.

The assessment for module PMM100 Accounting and finance has been updated.

Programme title and qualifications

Postgraduate Degrees of the University of London may be classified. The award certificate will indicate the level of the academic performance achieved by classifying the award. The classification of the degree will be based on the ratified marks from the completed assessments.

The classification system for these awards is as follows:

Distinction; Merit; Pass.

Specific rules for the classification of awards are given in the [Programme Regulations](#), under Scheme of Award

Programme title

Project Management

Qualifications

Master of Science in Project Management

Postgraduate Diploma in Project Management

Postgraduate Certificate in Project Management

Master of Science in Project Management (Software Development)

Postgraduate Diploma in Project Management (Software Development) (exit qualification only)

Master of Science in Project Management (Sustainability)

Postgraduate Diploma in Project Management (Sustainability) (exit qualification only)

Intermediate qualifications

Students may not normally receive an intermediate qualification if continuing to a higher qualification, even if they are registered on the intermediate qualifications.

Exit qualifications

An exit qualification is an intermediate qualification, as noted above, for which the student may not have registered at the outset but which may be awarded on completion of specific modules/courses (or credit accumulated) in a longer programme of study, if the student leaves the programme.

Exit qualifications are awarded at the discretion of the Board of Examiners and once a student has accepted an exit qualification they will not normally be permitted to recommence their study of the same programme with the University of London. The Postgraduate Certificate and Postgraduate Diplomas are the exit qualifications for this programme.

Individual modules

There is also provision for individual modules of the programme to be studied on a stand-alone basis.

Qualification titles may be abbreviated as follows:

Master of Science – MSc

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Postgraduate Diploma – PGDip

Postgraduate Certificate – PGCert

Level of the programmes

The Framework for Higher Education Qualifications of UK Degree-Awarding Bodies (FHEQ) forms part of the UK Quality Code for Higher Education of the [Quality Assurance Agency for Higher Education](#) (QAA).

The awards are placed at the following Levels of the Framework for Higher Education Qualifications (FHEQ):

MSc Level 7

PGDip Level 7

PGCert Level 7

Relevant QAA subject benchmarks group

See the [QAA website](#) for information about quality assurance.

Not applicable

Awarding body

University of London

Registering body

University of London

Academic direction

Royal Holloway, University of London

Accreditation by professional or statutory body

Not applicable

Language of study and assessment

English

Mode of study

Web supported learning with an online tutor.

Programme structures

The programme has two registration points in the year: October and April. There are four study sessions in a year, each lasting 10 weeks. Sessions begin in October, January, April and July. Each session is followed by an assessment submission point.

Students have an online induction session available through the virtual learning environment (VLE) prior to the start of their study session. This includes orientation of their learning environment and guidance on the structure and learning expectations for the module.

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The MSc is a 180 UK credit qualification. For the MSc Project Management (and specialisms), you must complete

- Ten core modules (150 credits total); and
- One compulsory Project module (30 credits)

The PGDip is a 120 UK credit qualification. For the PGDip Project Management you must complete

- Eight optional modules (120 credits total)

The PGCert is a 60 UK credit qualification. For the PGCert Project Management you must complete

- One core module (15 credits); and
- Three optional modules (45 credits)

Maximum and minimum periods of registration

The maximum and minimum period of registration, from a student's effective date of registration, are:

	Minimum*	Maximum
MSc	Two years	Five years
PGDip	One year	Five years
PGCert	Six months	Five years
Individual modules	Three months	Two years

*The minimum period of registration is subject to module availability and in some cases it may not be possible to complete within the minimum period of registration. Modules will be launched on a rolling basis from October 2022 onwards.

In making a decision as to how many modules to register for in a given session, it is important to take account of on-going work and/or personal commitments.

Credit value of modules

Further information about the credit systems used by universities in the UK and Europe is provided by the [Quality Assurance Agency](#) and the [European Credit Transfer and Accumulation System](#).

Where credits are assigned to modules of a programme, credit indicates the amount of learning carried out in terms of the notional number of study hours needed, and the specified Framework for Higher Education Qualifications in England (FHEQ) credit level indicates the depth, complexity and intellectual demand of learning involved. The details below indicate the UK credits and the European Credit Transfer and Accumulation System (ECTS) values.

The MSc Project Management (and specialisms) comprises a total of 180 UK credits (90 ECTS credits) at FHEQ level 7.

Recognition of prior learning

Recognition of prior learning is a generic term for the process by which we recognise and, where appropriate, award credit for learning that has taken place elsewhere, before entry onto this programme of study.

Where the prior learning covered a similar syllabus to a module/course studied elsewhere, credit will be awarded as if you took the Project Management module.

See the [General Regulations](#) (Section 3) and Programme Regulations (Section 3) for more information and rules relating to prior learning.

For this programme the University of London may recognise your prior learning and award you credit towards your qualification.

Entrance requirements

Applicants must submit an application in line with the procedures, requirements and deadlines set out on the [website](#).

Entry route 1: Direct entry

To qualify to register for the MSc, PGDip or PGCert you will need either a bachelor's degree which is considered at least comparable to a UK second class honours degree from an institution acceptable to the University.

Applicants with work experience in a managerial position for at least 3–5 years, or with 3–5 years project work as junior project manager/coordinator, will be considered on an individual basis.

Applicants with an appropriate professional experience qualification from a recognised professional body will be considered on an individual basis.

Entry route 2: Performance based admissions

If applicants do not meet the requirements for Direct Entry they can apply for the MSc Project Management via the Performance based admissions (PBA) route. To qualify for entrance via the PBA route you will need:

- a bachelor's degree from an acceptable institution; or
- an appropriate professional experience qualification from a recognised professional body; or
- an aegrotat (certificate).

Applicants with an appropriate professional experience qualification from a recognised professional body will be considered on an individual basis.

Students on the PBA route may transfer to the MSc on successful completion of two modules (30 credits).

Full details of the PBA route can be found in Section 6 of the [Programme Regulations](#).

Entrance to the individual modules

To qualify to register for an individual module you will need a bachelor's degree or aegrotat.

English language requirements

All applicants must satisfy the English language requirements for the programme. These are set out in detail on the programme page under [Entry Requirements](#).

Applicants who have not met any of the above must have passed, within the past three years, a test of proficiency in English language, from an organisation acceptable to the University. This standard must be reached before registering for the MSc.

Computer specification and internet access

Students will require regular access to a computer with an internet connection to use the University of London's online resources and systems.

Students must be able to download and install software to their Windows or MacOS device to include secure examination browsers for online assessment purposes (if offered on your programme of study).

The computer must have at least the following minimum specification:

- Windows: 7, 8, and 10 on 64-bit platforms (Windows 10 recommended)
- macOS: OS X 10.14 and higher
- CPUs newer than 2011 (Intel Sandy Bridge or newer)
- OpenGL 2.0 graphics driver
- Local storage for the recording of proctored examinations (75MB per hour)
- Web camera & microphone (internal or external)
- A broadband internet connection (minimum of 0.15Mbps upload speed)

And the following applications installed:

- a word processor that accepts Microsoft Word formats (.doc and .docx)
- a PDF reader
- Microsoft Excel

Students with specific access requirements

The University of London welcomes applications from disabled students and/or those who have access requirements. The University will make every effort to provide reasonable adjustments to enable those with a disability, learning difficulty or access requirements to have the same opportunity as all other students to successfully complete their studies.

The University is committed to managing the application procedure and the programme itself to ensure that services are accessible for all students and that an inclusive environment is created. Students with a disability, or others who may need access arrangements to assist in taking examinations, should complete the relevant section of the application form, or contact the [Inclusive Practice Manager](#). A separate room or other arrangements may be considered.

Requests are considered by a University panel, whose purpose is to ensure that students with disabilities and/or specific access requirements are neither advantaged nor disadvantaged by such arrangements when compared with other students. These considerations remain separate from the academic selection processes.

For further information, see the [Inclusive Practice Policy](#).

Sources of funding and scholarships

Information about potential sources of funding and scholarships is updated annually and where available is included in the prospectus web pages.

For further information see the [website](#).

Educational aims and learning outcomes of the programme

Programme aims: MSc Project Management (and specialisms)

The aims of the programme are:

- To give students Masters-level training in project management and the essential areas of project-based businesses allowing students to form an in-depth knowledge, fundamental to the advancement of a career in project management. Gaining a depth of knowledge through independent study which would provide significant advantages over peers.
- To immerse students in a wide variety of subject areas which look to provide in-depth knowledge of sector-specific project management frameworks, enhance students' ability to critically analyse project management frameworks and provide an in-depth knowledge of subjects critical to project-led businesses.
- To foster an independent learning ability required for continuing professional development.
- To develop advanced skills in the tools and analytical techniques relevant to project management theory and application across a range of industries and levels of project complexity and size.
- To equip students with an impressive range of sector-specific practical tools and skills that are applicable internationally.
- For students to develop their own research interests within the field of project management, based on areas covered in the taught modules, and deliver a project based on an original research question developed by the student.

Learning outcomes: MSc Project Management (and specialisms)

Teaching and learning on the programmes is closely informed by the active research of staff and senior industry practitioners. In general terms, the programme provides opportunities for students to develop and demonstrate the following learning outcomes:

A student is expected to:

A Knowledge, understanding and cognitive skills:

- Demonstrate an ability to critically analyse contrasting project management frameworks, methods and systems in relation to organisational culture, environmental factors and type/scale of projects.
- Demonstrate a strong understanding of tools, concepts and theories relating to the chosen area of project management at an advanced level.

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- Demonstrate a systematic understanding of the relevant business functions in the context of project management. E.g. finance, risk, sustainability, operations and quality control.
- Apply a range of project management frameworks in order to evaluate and solve complex project delivery problems and make informed decisions in challenging situations.
- Demonstrate a Masters-level understanding of a chosen subject within the field of project management, through the delivery of a project with research based on an original research question developed by the student.

Applies only to MSc Project Management (Sustainability):

- Plan and execute projects which enhance sustainability taking into account social and environmental dimensions alongside the economic considerations of an organisation.

B Practical, professional and key skills:

- Communicate ideas effectively and succinctly to a professional audience.
- Systematically use all the necessary tools in order to formulate decisions in the area of project management.
- Develop the ability to conduct management and business research independently at an advanced level using traditional and electronic resources.
- Have an advanced understanding of the working of project-based companies and the practical skills in those areas.
- Have the ability to create original research material based on the taught subjects.
- Have the ability to work independently to manage time for the delivery of an independent project.

Applies only to MSc Project Management (Software Development):

- Communicate effectively with software development teams and project stakeholders with an understanding of systems and relevant terminology.
- Plan and carry out independent and original research/project work in one of the subject areas and present that work in a coherent and professional manner.

Applies only to MSc Project Management (Sustainability):

- Plan and carry out independent and original research/project work in one of the subject areas and present that work in a coherent and professional manner.

Programme aims: PGDip Project Management (and specialisms)

The aims of the programme are:

- To give students Masters-level training in project management and the essential areas of project-based businesses allowing students to form an in-depth knowledge, fundamental to the advancement of a career in project management.
- To immerse students in a wide variety of subject areas which look to provide in-depth knowledge of sector-specific project management frameworks, enhance students'

ability to critically analyse project management frameworks and provide an in-depth knowledge of subjects critical to project-led businesses.

- To foster an independent learning ability required for continuing professional development.
- To develop advanced skills in the tools and analytical techniques relevant to project management theory and application across a range of industries and levels of project complexity and size.
- To equip students with an impressive range of sector-specific practical tools and skills that are applicable internationally.

Learning outcomes: PGDip Project Management (and specialisms)

Teaching and learning on the programmes is closely informed by the active research of staff and senior industry practitioners. In general terms, the programme provides opportunities for students to develop and demonstrate the following learning outcomes:

A student is expected to:

A Knowledge, understanding and cognitive skills:

- Demonstrate an ability to critically analyse contracting project management frameworks, methods and systems in relation to organisational culture, environmental factors and type/scale of projects.
- Demonstrate a strong understanding of tools, concepts and theories relating to the chosen area of project management at an advanced level.
- Demonstrate a systematic understanding of the relevant business functions in the context of project management. E.g. finance, risk, sustainability, operations and quality control.
- Apply a range of project management frameworks in order to evaluate and solve complex project delivery problems and make informed decisions in challenging situations.

B Practical, professional and key skills:

- Communicate ideas effectively and succinctly to a professional audience.
- Systematically use all the necessary tools in order to formulate decisions in the area of project management.
- Develop the ability to conduct management and business research independently at an advanced level using traditional and electronic resources.
- Have an advanced understanding of the working of project-based companies and the practical skills in those areas.

Programme aims: PGCert Project Management

The aims of the programme are:

- To give students Masters-level training in the fundamental building blocks of project management, allowing students a good foundational knowledge, fundamental to the pursuit of a career in project management.

- To immerse students in chosen subject areas which look to provide in-depth knowledge of sector-specific project management frameworks, enhance students' ability to critically analyse project management frameworks and/or provide an in-depth knowledge of subjects critical to project-led businesses.
- To foster an independent learning ability required for continuing professional development.
- To provide students with subject-specific tools and skills which will aid their career advancement.

Learning outcomes: PGCert Project Management

Teaching and learning on the programmes is closely informed by the active research of staff and senior industry practitioners. In general terms, the programme provides opportunities for students to develop and demonstrate the following learning outcomes:

A student is expected to:

A Knowledge, understanding and cognitive skills:

- Demonstrate an understanding of the fundamental elements and practical processes contained within existing project management frameworks.
- Identify and manage issues pertaining to project management from a business-function perspective (finance, risk, sustainability) and/or from niche sector-specific frameworks.

B Practical, professional and key skills:

- Communicate ideas effectively and succinctly to a professional audience.
- Have the practical understanding to work in a project management role.
- Develop the ability to deliver business reports and essays independently at a high level using traditional and electronic resources.

This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if they take full advantage of the learning opportunities provided.

More detailed information on the specific learning outcomes, content and the learning, teaching and assessment methods of each module can be found in the module syllabuses.

Learning, teaching and assessment strategies

The core principles of the Standard Academic Model which incorporates the learning, teaching and assessment strategy for this programme are outlined below.

Principle 1: Access and opportunity

Our programmes are designed to maximise access and opportunity for learners. An online induction will ensure that students are prepared for study and are familiar with the learning environment and sources of support during their student journey.

Principle 2: Student learning

Our programmes are designed to provide students with a rich, vibrant, rigorous and engaging learning experience.

Principle 3: Student support

Our programmes are designed to provide students with the support they need to succeed and fulfil their potential.

Principle 4: Programme and module structure

Our programmes follow a consistent structure, designed to drive progression and retention, and offer flexibility within an efficient module release schedule.

Principle 5: Design for learning

Our programmes are a co-creation between various teams who each contribute their professional expertise, and educational design for successful learning is at the heart of the programme development process.

Principle 6: Unbundling, portability

Wherever possible, our modules are designed as discrete sequences of learning for maximum use and portability.

Principle 7: Assessment

Our assessment is rigorous, robust, secure, transparent and aligned to the learning outcomes.

Principle 8: Equality, Diversity and Inclusion

Inclusion is at the heart of our practice in teaching, learning and assessment.

Assessment methods

Each module is run over a 10 week block followed by an assessment submission point, with the exception of the Project module which is run over two 10-week blocks.

The following modules are assessed by two assessments: one online multiple choice question test (MCQ) (25%) and an essay submitted at the end of the session (75%):

- PMM010 Introduction to project management
- PMM080 International management of mega projects
- PMM100 Accounting and finance
- PMM120 Software engineering
- PMM130 Business intelligence systems
- PMM140 Security management and governance
- PMM150 Information systems and governance

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The following modules are assessed by either an online examination or essay, at the end of the session (100%):

- PMM020 Operations and quality management
- PMM030 Information technology project management
- PMM040 International strategic technology management
- PMM050 Advanced applied project management
- PMM060 Advanced project funding, finance and risk management
- PMM070 Corporate governance, ethics and sustainability
- PMM090 Managing and financing projects in the TV and film industries
- PMM110 Managing people and organisations
- PMM160 Environmental sustainability for project management
- PMM170 Social sustainability for project management
- PMM180 Managing projects for sustainability

The Project module [PMM500] is assessed by two assessments: a research proposal (30%) and a final research project (70%).

Where a module has more than one element of assessment, the grade awarded for each module will be based on both elements of assessment. Students will be required to pass the module with a weighted average of 50%.

Repeating or resitting a failed module may be done once the module results have been confirmed by the Board of Examiners.

Coursework is submitted in the VLE by prescribed deadlines.

Student support and guidance

Key features of the support for students include:

- [Student Portal](#): for accessing student induction, study skills support, careers and employability resources, student wellbeing advice.
- Student induction resources.
- [Student Guide](#): This provides information which is common to all students and gives guidance on a range of issues from the start of a student's relationship with the University of London through to their graduation.
- VLE containing: self-assessment and student planner tools; comprehensive learning materials; e-resources/e-library; student forums and progress monitoring tools.
- Online student advisor and online tutor.
- [Programme Regulations](#).
- [The Online Library](#): This provides a range of full-text, multidisciplinary databases where journal articles, book reviews and reports can be found.

- A University of London email account and web area for personal information management.

Quality evaluation and enhancement

The University of London delivers the majority of its flexible and distance learning programmes through a collaboration between the University of London Worldwide and member institutions of the University of London.

However some of the flexible and distance learning programmes draw solely on academic input from the University of London, and are delivered without academic lead by a member institutions. The policies, partnerships (where applicable) and quality assurance mechanisms applicable for the programmes are defined in the following key documents: The Quality Framework, the [Quality Assurance Schedules, Guidelines for Examinations, General Regulations](#) and, for each programme, [programme specific regulations](#).

Awards standards

All University of London qualifications have to align with the [Frameworks for Higher Education Qualifications of UK Degree-Awarding Bodies](#) to assure appropriate standards for each qualification.

In addition, every programme that is developed by a member institution of the University of London (or a consortium with representation by more than one member institution) will be developed to the same standard as would be applied within the institution concerned. Proportionate and robust approval procedures, including external scrutiny and student engagement are in place for all programmes. Learning materials are written and all assessments are set and marked by academic staff who are required to apply the University's academic standards.

Review and evaluation mechanisms

Some of the key mechanisms in place to assure the standards of all University of London qualifications and the quality of the student experience, include:

- Annual programme reports: produced for all programmes in order to review and enhance the provision and to plan ahead;
- Independent external examiners: submit reports every year to confirm that a programme has been assessed properly and meets the appropriate academic standards;
- Annual student information statistics: prepared for all systematic reporting within the University of London;
- Periodic programme reviews: carried out every 4-6 years to review how a programme has developed over time and to make sure that it remains current and up-to-date.

Improvements are made as necessary to ensure that systems remain effective and rigorous.

Student feedback and engagement

The principal channel for collecting feedback from students is the Student Experience Survey. Carried out every two years, this collects feedback from the student body on a range of topics relating to the student lifecycle. The results are analysed externally and then considered in a number of different ways, including by the programme team, principal committees and the senior leadership team. Details of any resulting actions taken are published on the Virtual Learning Environment and the Student Portal.

Additionally, on completion of their programme of study students will be invited to take a survey that seeks to measure what they have gained from their studies.

There are also opportunities for students to get involved in governance. An undergraduate and postgraduate student member is appointed by the University to the majority of committees through an annual appointment round.

Some programmes also recruit student members at the programme level. Students are frequently invited to take part in quality review processes such as Periodic Programme Reviews, Programme approval, Thematic Reviews, MOOC review panels and ad hoc focus groups. Opportunities such as these are advertised through social media and on the website. More information can be found on the [website](#).

Students can also apply to join the Student Voice Group, which meets four times a year to consider initiatives for enhancing student experience. Notes from these meetings are published on the Student Portal.

After graduation

Further study

Successful completion of the programme may serve as preparation for students who wish to go on to take further study in the subject area. Enquiries about further study opportunities should be directed to the University of London Student Advice Centre ‘ask a question’ button in the [student portal](#).

Graduate employment routes

This programme is targeted at career minded individuals who wish to develop their professional skills with master’s level understanding and skills applied to the field of project management.

The Alumni community

Upon graduation, students automatically become members of the University of London Alumni Network, a diverse community of over 100,000 alumni in more than 180 countries. The Alumni Network can provide individuals with lifelong links to the University of London and each other. Benefits include social and networking events, access to local groups, a bi-annual magazine, social networking groups, and the opportunity to become an Alumni Ambassador for the University of London.

Follow the alumni community on social media: [Facebook](#), [Instagram](#), [LinkedIn](#)