Programme Specification 2024–2025

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 12 March 2024

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 2024–2025

There are no significant changes to the Programme Specification 2024-2025.
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

Intermediate qualifications

Students may not normally request a lower intermediate qualification if studying on a higher qualification (except as an exit qualification) or accumulate these qualifications as they progress from lower to higher 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 select individual modules of the programme to be studied on a stand-alone basis without being registered for a related qualification, with the exception of the Project. Neither progression nor credit is automatic.

Qualification titles may be abbreviated as follows:

- Master of Science – MSc
- Postgraduate Diploma – PGDip
- Postgraduate Certificate – PGCert
Level of the programmes


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.

The MSc is a 180 UK credit qualification. For the MSc, 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 you must complete

- Eight optional modules (120 credits total)

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

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

**Maximum and minimum periods of registration**

The minimum periods of registration from a student’s effective date of registration, are:

<table>
<thead>
<tr>
<th>Qualification</th>
<th>Minimum*</th>
</tr>
</thead>
<tbody>
<tr>
<td>MSc</td>
<td>Two years</td>
</tr>
<tr>
<td>PGDip</td>
<td>One and a half years</td>
</tr>
<tr>
<td>PGCert</td>
<td>Six months</td>
</tr>
<tr>
<td>Individual modules</td>
<td>Three months</td>
</tr>
</tbody>
</table>

See the [General Regulations](#) for the maximum periods of registration for these qualifications.

Students will retain the period of registration initially given to them on registration if the maximum registration period for their qualification changes during their studies.

*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 have been launched on a rolling basis since October 2021.*

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** comprises a total of 180 UK credits (90 ECTS credits) at FHEQ level 7.

The **PGDip Project Management** comprises a total of 120 UK credits (60 ECTS credits) at FHEQ level 7.

The **PGCert Project Management** comprises a total of 60 UK credits (30 ECTS credits) at FHEQ level 7.

One UK credit equates to a notional ten hours of study.
Each 15-credit module equates to 150 hours. Over the 10 teaching weeks of a study session, students will need to dedicate around 15 hours of study per module per week.

The 30-credit Project module equates to 300 hours. Over the 20 teaching weeks of the study session, students will need to dedicate around 15 hours of study per week.

**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.

MSc and PGDip students may apply for recognition of prior learning mapped against modules to a total of 60 UK credits. Applications for recognition of prior learning for the Project will not be accepted. PGCert students may not apply for recognition of prior learning.

**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 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 the Requirements tab. All teaching is in English, therefore, students need to have the required level of written and spoken English to cope with their studies right from the start.

Additional information on English language proficiency tests is given on the website.

Where an applicant does not meet the prescribed English language proficiency requirements but believes that they can demonstrate the requisite proficiency for admission the University may, at its discretion, consider the application.

**Computer specification and internet access**

Students will require regular access to a portable 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 their programme of study). Depending on the security settings for each assessment, students may be required to have full administrator rights on their computer to install and run the software needed to take part in the assessment. Full administration rights are likely to apply to a computer that they own but not to one provided by their employer, for example.

The portable computer must have at least the following minimum specification:

- Windows: 10 and 11 on 64-bit platforms
- MacOS Big Sur (version 11) and higher
- CPUs newer than 2011 (Intel Sandy Bridge (Core i3, i5 and i7 or newer))
- OpenGL 2.0 graphics driver
- Local storage for the recording of proctored examinations (75MB per hour) [if applicable]
- Web camera & microphone (internal or external)
- A broadband internet connection capable of streaming video and a minimum of 0.15Mbps upload speed.
- Minimum device requirements are subject to change and older operating systems may become obsolete over time.

It should also have the following applications installed:

- Word processor (for Microsoft Word documents)
• A PDF reader (e.g. Adobe)

Some modules/courses may have additional requirements such as video and audio recording options, Microsoft Excel, STATA, statistical or other specialist software. Where this is the case you will find information on the course webpages.

We are developing further security protocols and therefore students will require a mobile device (such as a mobile phone or tablet/iPad) to approve for our services. Full details, including specifications, will be provided ahead of the implementation.

**Please note:** Full mobile access is not available for all programmes. Proctored assessments will not work on any smartphone, tablet, Chromebook, Linux Operating Systems or other mobile device of any kind.

**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**

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

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.
- 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.

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.

Programme aims: PGDip Project Management

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

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

All assessments are submitted online via a University of London platform. Students must ensure that their device is kept up to date and complies with University Computer Requirements.

An examination is defined as an element of assessment that takes place in a controlled environment. Students will be given details of how the modules on their programme are assessed, the specific environment or location that is permitted and the time allowed for the assessment.
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

The following modules are assessed by an 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
- PMM100 Accounting and finance

The Project module 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.

- University of London Careers Service: this offers tailored careers and employability support to students whatever their course, wherever they are studying, and whether they are starting, developing, or changing their career. Support includes webinars led by careers consultants, employer and alumni panel events and a range of online careers resources.

- 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.
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- 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 online and distance learning programmes through a collaboration between the University of London Worldwide and University of London federation members. However, some of the online and distance learning programmes draw solely on academic input from the University of London and are delivered without academic lead by a federation member. The policies, partnerships (where applicable) and quality assurance mechanisms applicable for the programmes are defined in the following key documents: The Quality Assurance Schedules, Guidelines for Examinations, General Regulations and, for each programme, programme specific regulations.

Awards standards

All University of London qualifications must comply with the Office for Students’ (OfS) Conditions of Registration relating to quality and standards, which includes condition B5 (sector-recognised standards). This is to ensure appropriate standards for each qualification. In addition, every online and distance learning programme that is developed by a federation member of the University of London (or a consortium with representation by more than one federation member) 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 performance, progression and completion statistics;
- 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 continues to provide a good student experience.

Enhancements 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 year, 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 can allow students to progress to a higher level qualification in both the subject area and potentially many other subject areas. 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. Graduates from this programme can go on to a range of different graduate employment routes.

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](#)
Appendix A – Structure of the programmes

A detailed outline of the module syllabus is provided on the programme’s web page, under structure.

MSc Project Management

For the qualification of MSc Project Management you must pass

- The following core modules (each worth 15 credits):
  - PMM010 Introduction to project management
  - 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
  - PMM080 International management of mega projects
  - PMM090 Managing and financing projects in the TV and film industries
  - PMM100 Accounting and finance
- One compulsory Project module (worth 30 credits):
  - PMM500 Project

PGDip Project Management

For the qualification of PGDip Project Management you must pass

- Any eight of the following optional modules (each worth 15 credits):
  - PMM010 Introduction to project management
  - 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
  - PMM080 International management of mega projects
  - PMM090 Managing and financing projects in the TV and film industries
  - PMM100 Accounting and finance
PGCert Project Management

For the qualification of PGCert Project Management you must pass

- One core module (worth 15 credits):
  - PMM010 Introduction to project management

- Any three optional modules chosen from (each worth 15 credits):
  - 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
  - PMM080 International management of mega projects
  - PMM090 Managing and financing projects in the TV and film industries
  - PMM100 Accounting and finance

MSc Project Management (Software Development)

For the qualification of MSc Project Management (Software Development) you must pass

- The following core modules (each worth 15 credits):
  - PMM010 Introduction to project management
  - PMM030 Information technology project management
  - PMM040 International strategic technology management
  - PMM050 Advanced applied project management
  - PMM070 Corporate governance, ethics and sustainability
  - PMM110 Managing people and organisations
  - PMM120 Software engineering
  - PMM130 Business intelligence systems
  - PMM140 Security management and governance
  - PMM150 Information systems and governance

- One compulsory Project module (worth 30 credits):
  - PMM500 Project
PGDip Project Management (Software Development) (exit qualification only)

For the qualification of PGDip Project Management (Software Development) you must pass

- The following four core modules (each worth 15 credits):
  - PMM120 Software engineering
  - PMM130 Business intelligence systems
  - PMM140 Security management and governance
  - PMM150 Information systems and governance

- Any four optional modules chosen from (each worth 15 credits):
  - PMM010 Introduction to project management
  - PMM030 Information technology project management
  - PMM040 International strategic technology management
  - PMM050 Advanced applied project management
  - PMM070 Corporate governance, ethics and sustainability
  - PMM110 Managing people and organisations

MSc Project Management (Sustainability)

For the qualification of MSc Project Management (Sustainability) you must pass

- The following core modules (each worth 15 credits):
  - PMM010 Introduction to project management
  - PMM020 Operations and quality management
  - PMM050 Advanced applied project management
  - PMM070 Corporate governance, ethics and sustainability
  - PMM080 International management of mega projects
  - PMM100 Accounting and finance
  - PMM110 Managing people and organisations
  - PMM160 Environmental sustainability for project management
  - PMM170 Social sustainability for project management
  - PMM180 Managing projects for sustainability

- One compulsory Project module (worth 30 credits):
  - PMM500 Project
PGDip Project Management (Sustainability) (exit qualification only)

For the qualification of PGDip Project Management (Sustainability) you must pass

- The following three core modules (each worth 15 credits):
  - PMM160 Environmental sustainability for project management
  - PMM170 Social sustainability for project management
  - PMM180 Managing projects for sustainability

- Any five optional modules chosen from (each worth 15 credits):
  - PMM010 Introduction to project management
  - PMM020 Operations and quality management
  - PMM050 Advanced applied project management
  - PMM070 Corporate governance, ethics and sustainability
  - PMM080 International management of mega projects
  - PMM100 Accounting and finance
  - PMM110 Managing people and organisations
Appendix B – Module descriptions

Introduction to project management [PMM010]
This module introduces students to the fundamental concepts, tools and techniques for planning and managing the delivery of projects. Combining practical examples with theory, students will explore the challenges of managing individual projects. Project management is about working concurrently on all aspects of the project in cross-functional teams, involving close links with all stakeholder groups.

Assessment: One online multiple choice question test (25%) and one 2,000-word essay (75%)

Operations and quality management [PMM020]
Operations and quality management form important parts of driving forward successful businesses. It is important for Project Managers and management staff to understand how businesses can work both efficiently and maintain quality. This module provides students with an understanding of operations, strategy, process and quality management within the overall context of the supply chain. It also provides a knowledge framework and principles of operations management using examples from manufacturing and service contexts.

Assessment: One 3,000-word essay (100%)

Information technology project management [PMM030]
The digital economy is growing at an exponential rate and more industries are focusing on the development of digital products and digital management information systems to aid their business processes. Information technology (IT) project management presents an essential backbone of any modern organisation as technology development and use are increasingly intertwined with organisational operations. This module aims to provide students with theoretical and practical knowledge of IT projects planning, estimation and evaluation. Students will be taught the differences between the traditional project management frameworks and the agile framework used in the majority of digital industries.

Assessment: One 3,000-word essay (100%)

International strategic technology management [PMM040]
In this module students will develop an understanding of the importance of linking technology to corporate strategy. Students will look at the tools and techniques that will enable middle and senior managers to develop, implement and manage technology, strategy and innovation at the business and corporate levels to meet the new competitive challenges of the knowledge-driven world economy in the 21st century.

Students will examine the key characteristics of the converging scientific and technological revolutions, their impact on technological trajectories, convergence and discontinuities, and their implications for technology and corporate strategy in existing manufacturing and service sectors.

Assessment: One 3,000-word essay (100%)

Advanced applied project management [PMM050]
Applying rigid frameworks to different organisational cultures and very different situations can be problematic. This module seeks to analyse traditional project management frameworks and principles, using case studies and examples, to see where projects have...
failed and highlight the need to remain flexible when managing projects. Students will be provided with a knowledge of change management concepts which will enable them to critically analyse a project and select the correct tools and path forward to ensure successful delivery.

**Assessment:** One 3,000-word essay (100%)

**Advanced project funding, finance and risk management [PMM060]**

Understanding the bigger picture of how corporate financing is done is fundamental to building a project-based business. Building on the knowledge of accounting and finance, this module seeks to expand on this knowledge by looking closely at corporate finance and project funding practices to allow students to understand where and how projects are financed in a business context. It also looks closely at project risk and teaches the principles of financial risk management.

**Assessment:** One 3,000-word essay (100%)

**Corporate governance, ethics and sustainability [PMM070]**

In the 21st century the business world has been forced to face up to its responsibilities, principally by their customers and consumers, as well as governmental regulations and global accords. This module seeks to examine the nature and application of corporate governance in modern organisations while providing an understanding of corporate governance theories, including agency and stakeholder communications theories. The module also examines issues of corporate social responsibility and how these intersect and interact with ethical issues, sustainability, and sustainable development.

**Assessment:** One 3,000-word essay (100%)

**International management of mega projects [PMM080]**

Projects come in all shapes and sizes. The size of the project can often add to the complexity and larger projects are often more strategic in nature. This module seeks to focus on strategic infrastructure projects using case studies and real world examples to identify the challenges and trends of project delivery. This module also focusses on the international nature of projects including the impact on jurisdictional frameworks, the role of public and private sectors and a strategic view of the key drivers which impact on the project in the planning and appraisal stages.

**Assessment:** One online multiple choice question test (25%) and one 2,000-word essay (75%)

**Managing and financing projects in the TV and film industries [PMM090]**

In this module students will develop an understanding of how complex projects in the creative industries are managed and financed. They will look at real feature films and television shows, following a drama project from the birth of the story idea through to the cinema or television release. Students will consider the ways to manage such projects successfully and explore how tortuous and full of pitfalls the creative path can be.

**Assessment:** One 3,000-word essay (100%)

**Accounting and finance [PMM100]**

Accounting and finance is critical for the support of all business activities. This module introduces students to the fundamentals of practical accounting and finance, ensuring the
students are given a good grounding in the subject area. The knowledge gained from this module will provide an important toolkit which will enable students to understand the performance of the wider business and its relationship to key internal and external decision making.

Students will learn how financial information is prepared and communicated and how it is used as an effective tool for decision making and control. Students will also learn about analysing financial documents and the core understandings of the nature of investment decision making and management decision making.

**Assessment:** One online multiple choice question test (25%) and one 2,000-word essay (75%)

**Managing people and organisations [PMM110]**

Managing people and organisations is critical to the success of all projects and businesses. This module is designed to give a valuable insight into management within organisations, critically evaluating the role of organisational structures as well as styles of management and leadership within companies. The module will provide clear insight into the working practices of managers and give students a clear understanding of the importance of time management and time pressures suffered by managers within different businesses.

The module will look to provide a clear idea of what managers do and what is meant by managerial ‘effectiveness’. To do this, you need to be able to identify your roles as a manager and those factors which influence your effectiveness – and these lie not only within yourself but also in the working environment.

**Assessment:** One 3,000-word essay (100%)

**Software engineering [PMM120]**

Software engineering is the application of sound engineering principles and methods to software development. This module introduces students to the fundamental concepts and methods of software development and software engineering from both a theoretical and a real-world approach. The module aims to provide a holistic view of software engineering with particular emphasis on the engineering management aspects of the topic, e.g. software development process models such as Agile, software projects planning, requirements engineering and quality aspects of software development.

**Assessment:** One online multiple choice question test (25%) and one 2,000-word essay (75%)

**Business intelligence systems [PMM130]**

Business intelligence (BI) refers to the processes, methodologies, technologies, applications, practices, and skills that are used to leverage (gather, store, analyse) an organisation’s internal and external information assets in order to support decision-making. This module equips students with the necessary conceptual and technological knowledge and skills that can be effectively applied in implementing and managing business intelligence systems. This module aims to provide students with:

(a) a broad understanding of the information assets and the conceptual and technical architectures of information and business intelligence systems in modern organisations

(b) the necessary background knowledge of, and skills to evaluate, acquire, design and implement business intelligence infrastructures and systems.
Assessment: One online multiple choice question test (25%) and one 2,000-word essay (75%)

Security management and governance [PMM140]

Cyber security management is the core discipline underlying effective real-world security. This module aims to generate understanding and appreciation of the need for effective security management and the main currently used approaches to management in practice, including key standardised approaches and the fundamental importance of a risk-based approach. After completing the module, students will also understand key components of practical cyber security management, including the impact of law and regulation, the importance of auditing, and the key role of people in achieving cyber security. To help students understand the importance of effective security management, case studies of failures will be considered.

Assessment: One online multiple choice question test (25%) and one 2,000-word essay (75%)

Information systems and governance [PMM150]

It is widely acknowledged that technology is at the core of modern organisations worldwide and there is an ever-increasing emphasis on applying technology systems and solutions to build organisational resilience, drive innovation, provide business value and enable organisational transformation. In this environment, good technical knowledge and skills alone do not suffice. IT professionals are more and more required to have a more holistic understanding of fundamental concepts and interrelationships between the business functions, operating environment, key governance processes and software systems.

This module aims to provide students with: (a) a broad and systematic understanding of the functional, architectural, financial, acquisition and technological perspectives of modern information systems; and (b) the necessary knowledge of technology-related processes and of the associated real-world best practices.

Assessment: One online multiple choice question test (25%) and one 2,000-word essay (75%)

Environmental sustainability for project management [PMM160]

In order to manage projects to enhance sustainability, students need to understand how ‘sustainability’ as a concept has developed, and how different dimensions of sustainability may be in tension. This module provides students with this information and develops understanding through a focus on environmental aspects of sustainability. It gives students a grounding in key environmental issues, approaches to addressing those issues and the challenges of including environmental sustainability goals in organisational activity. This module complements the Social sustainability for project management module and both feed into the Managing projects for sustainability module.

Assessment: One 3,000-word essay (100%)

Social sustainability for project management [PMM170]

This module considers the social dimensions of sustainability. It provides students with an understanding of key social issues and draws on case studies to demonstrate the challenges of addressing those issues in public, private and third sector organisations.

In order to manage projects to enhance sustainability, students need to understand the complexity of the concept, its measurement and governance. This module provides students
with this information and develops understanding through a focus on social aspects of sustainability. It gives students a grounding in key social issues, approaches to addressing those issues and the challenges of including social sustainability goals in organisational activity. This module complements the Environmental sustainability for project management module and both feed into the Managing projects for sustainability module.

**Assessment:** One 3,000-word essay (100%)

**Managing projects for sustainability [PMM180]**

Managing projects for sustainability requires a holistic understanding of sustainability and the ability to apply that knowledge to the design and implementation of projects. This module allows students to apply knowledge about sustainability to the project management process. It will draw on case study material and will encourage students to develop an awareness of the trade-offs which decisions about sustainability often require. This module complements the material in the modules Environmental sustainability for project management and Social sustainability for project management.

**Assessment:** One 3,000-word essay (100%)

**Project [PMM500]*

Understanding the methods needed to conduct research, in the context of business, is essential to any management-related degree programme. In this module, students will develop an understanding of the common quantitative and qualitative methodologies used when conducting research through the context of business. Students will look at relevant analytical, theoretical and contextual research, and learn to analyse and critically interpret empirical findings and data.

Students will consider how to prepare a research proposal and examine relevant frameworks for research ethics, reliability, and validity. The project is the culmination of the students study experience on an MSc programme. The project will bring together all of the knowledge and skills gathered during the taught modules and allows the student to showcase their academic talents in the context of the subject area of their choosing from their studies.

In the project, students will be able to develop their effectiveness in collecting, manipulating and interrogating information, its application and the production of reports – all of which are useful skills in future employment.

The project will tend to be based on an original research question posed by the student but may be a research question generated in partnership with either a sponsor company or the students employer/prospective employer.

**Assessment:** One 2,000-word research proposal (30%) and one 8,000-word final research report (70%)