



UNIVERSITY
OF LONDON

Programme Regulations 2022–2023

Project Management

MSc

PGDip

PGCert

Individual modules

Project Management (Software Development) Project Management (Sustainability)

MSc

Individual modules

Important document – please read
This document contains important
information that governs your
registration, assessment and
programme of study



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Important information regarding the Programme Regulations

Last revised 7 April 2022

As a student registered with the University of London you are governed by the current General Regulations and Programme Regulations associated with your programme of study.

These Programme Regulations are designed and developed by Royal Holloway, which is responsible for the academic direction of the programme. The Programme Regulations will provide the detailed rules and guidance for your programme of study.

In addition to Programme Regulations you will have to abide by the [General Regulations](#). These regulations apply to all students registered for a programme of study with the University of London and provide the rules governing registration and assessment on all programmes; they also indicate what you may expect on completion of your programme of study and how you may pursue a complaint, should that be necessary. Programme Regulations should be read in conjunction with the General Regulations.

The relevant General Regulations and the Programme Regulations relating to your registration with us are for the current year and not the year in which you initially registered.

On all matters where the regulations are to be interpreted, or are silent, our decision will be final.

Further information about your programme of study is outlined in the Programme Specification which is available on the relevant Courses page of the website. The Programme Specification gives a broad overview of the structure and content of the programme as well as the learning outcomes students will achieve as they progress.

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 following 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.

Throughout the Regulations, 'we' 'us' and 'our' mean the University of London; 'you' and 'your' mean the student, or where applicable, all students.

If you have a query about any of the programme information provided please contact us. You should use the *ask a question* button in the [student portal](#).

Changes to the Project Management Regulations 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 (see [Section 4](#) for more information).

1 Structure of the programme

[Appendix B](#) gives the syllabuses and module outlines.

Qualifications

1.1

The following named qualifications are awarded under the Project Management programme:

- Master of Science in Project Management
- Postgraduate Diploma in Project Management
- Postgraduate Certificate in Project Management
- Master of Science in Project Management (Software Development)
- Master of Science in Project Management (Sustainability)

Qualification structure

1.2

The Master of Science (MSc) in Project Management (and specialisms) consists of:

- ten core modules (15 credits each); and
- one compulsory Project module (30 credits)

1.3

The Postgraduate Diploma (PGDip) in Project Management consists of:

- eight optional modules (15 credits each)

1.4

The Postgraduate Certificate (PGCert) Project Management consists of:

- one core module (15 credits); and
- three optional modules (15 credits each)

Individual modules

1.5

Select modules from the MSc Project Management (and specialisms) are available to study on a stand-alone basis, subject to module availability.

See the [Course page](#) for information about the modules available for study on a stand-alone basis and when they run.

Exit qualifications

1.6

The Postgraduate Diploma (PGDip) in Project Management (and specialisms) is an exit qualification that requires the passing of at least eight modules to the value of 120 credits.

1.7

The Postgraduate Certificate (PGCert) in Project Management is an exit qualification that requires the passing of at least four modules to the value of 60 credits.

See [Section 7](#) and [Appendix A](#) for details of the modules that must be passed to qualify for named exit qualifications.

2 Registration

Effective date of registration

2.1

Your effective date of registration will be either:

- 1 October, if you first register before the September registration deadline;
- 1 April, if you first register before the March registration deadline.

Date of first assessments

2.2

If your effective date of registration is:

- 1 October, you will take your first end of session assessment(s) in December of the same year;
- 1 April, you will take your first end of session assessment(s) in June of the same year.

Study sessions

2.3

The programme has two registration points in the year. 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.

Further information about ratification of grades can be found in [Section 6: Progression within the programme](#).

2.4

The 15-credit modules will each be taught over one 10-week session.

2.5

The Project module is 30 credits and will be taught over two 10-week sessions, beginning in April only.

Module availability

2.6

Where the learning experience may be compromised due to low student registrations, we may consider deferring the module to a later session.

Not all modules will run in every study session. We will inform you of any changes as early as possible and provide you with reasonable alternative arrangements.

Period of registration

See the [Programme Specification](#) for the minimum and maximum periods of registration applicable to this programme.

2.7

The minimum and maximum periods of registration to complete the programme are counted from your effective date of registration.

2.8

If you start by taking individual modules and then register for the PGCert, PGDip or MSc, we will give you a new maximum period of registration.

See [Section 6: Progression within the programme](#) for information on the maximum and minimum number of modules you can register for in a study session.

3 Recognition of prior learning and credit transfer

To be read in conjunction with the [General Regulations](#), Section 3.

Recognition of prior learning

3.1

If you are registering on an MSc Project Management qualification you may apply for recognition of prior learning for up to 45 credits (three 15-credit modules).

3.2

If you are registering on the PGDip Project Management qualification you may apply for recognition of prior learning for up to 15 credits (one 15-credit module).

3.3

Applications for recognition of prior learning for the Project module will not be considered.

3.4

Prior learning will not be considered or recognised for the PGCert Project Management or for Individual module/s.

4 Assessment for the programme

Summary table of assessment

See [Appendix B](#) for the specific assessment for each module.

4.1

Module	PMM010, PMM080, PMM100, PMM120, PMM130, PMM140 and PMM150	PMM020, PMM030, PMM040, PMM050, PMM060, PMM070, PMM090, PMM110, PMM160, PMM170, PMM180	PMM500 Project module		
Element weighting	25%	75%	100%	30%	70%
Item of assessment	One online multiple choice question test (MCQs)	One item of coursework submitted at the end of the session.	One online examination or item of coursework, submitted or carried out at the end of the session.	Research proposal	Final research report

Passing assessments

4.2

The pass mark for each module is 50%. Where there is more than one element of assessment for a module, you do not need to pass each element of assessment, although you do need to obtain an overall weighted mark of 50% in each module.

4.3

Where there is more than one element of assessment for a module, if you do not submit the first element of assessment but do submit the second element of assessment, your mark will still be based on the overall weighted mark and this will be final. If you fail the module this will count as an attempt.

See [regulation 5.9](#) for details on invalid attempts, where the end of module assessment is not attempted

4.4

If you do not complete the assessment for a module you will be required to make a second attempt at the module and pay the module fee again.

See [General Regulations](#) for Rules for taking written assessments

Mitigating circumstances

4.5

For modules where there is more than one element of assessment, mitigating circumstances will only be accepted for the second, higher weighted element of assessment.

4.6

For the Project module, mitigating circumstances will be accepted for either element of assessment.

Penalty for exceeding the word count of coursework elements

4.7

For coursework elements, you should not exceed the word limit by more than 10%. If the word count is between 10% to 20% above the word limit, the coursework will receive a five mark penalty. If the word count exceeds the word limit by more than 20% you will receive a mark of zero for your work.

Late submission of coursework elements

4.8

You must keep to the deadlines given on the VLE. Coursework elements that are submitted after the deadline will not be marked and the attempt will be considered invalid.

See [regulations 5.9–5.12](#) for more information on invalid attempts.

5 Number of attempts permitted at an assessment element

5.1

The maximum number of attempts permitted for any element of assessment is two.

5.2

You will fail the assessment if your overall weighted mark for the module is below 50%.

5.3

You must make a second attempt at all assessment for a module you have failed overall provided that you have not exceeded the maximum number of attempts at the module.

5.4

If you pass the module overall with a mark of 50% or above, you will not be permitted to make a second attempt any assessment element.

Resitting the assessment of a failed module

If you resit the assessment for a module, you will have to pay a fee when you re-register for the module to resit the assessment. The fee payable is outlined in the [fee schedule](#).

You will not be allocated a tutor group but will have access to the learning materials on the VLE and will be required to resubmit your summative assessment.

5.5

If you fail the assessment for a module held in the October session or the January session, your resit opportunity will be the July session of the same academic year.

5.6

If you fail the assessment for a module held in the April session or the July session, your resit opportunity will be in January of the following academic year.

5.7

If you do not make a second attempt at a failed module at the first opportunity, you will be required to repeat the module in full. **You will be required to pay the full module fee.**

Repeating a failed module

If you repeat a module, you will have to pay the full module fee when you re-register for the 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.

5.8

You may choose when you repeat a failed module. You do not have to take the assessment, as part of a repeat, at the next available study session.

Invalid attempts

5.9

For 15-credit modules where there is more than one element of assessment, if you do not submit the end of module assessment this will not count as an attempt at the element and there will be no academic penalty. This also applies where a module has one element of assessment that is not submitted.

5.10

For the Project module, if you do not submit the Research proposal your attempt will not be valid, this will not count as an attempt at the element and there will be no academic penalty.

5.11

When you re-register for a module due to a previous invalid attempt, you will be required to pay the module fee again.

5.12

When you re-register for a module due to a previous invalid attempt, all assessment elements will need to be attempted, regardless of your previous mark.

6 Progression within the programme

See [Section 4: Assessment for the programme](#) for method of assessment.

6.1

You must have passed 60 credits before you register for the Project module.

Module selection

For the MSc Project Management and specialisms, we recommend that you take the following modules in the order specified below, where possible:

PMM010 Introduction to project management **before** PMM050 Advanced applied project management.

For the MSc Project Management, we recommend that you take the following modules in the order specified below, where possible:

PMM100 Accounting and finance **before** PMM060 Advanced finance and risk

For the MSc Project Management (Sustainability), we recommend that you take the following modules in the order specified below, where possible:

PMM160 Environmental sustainability for project management and PMM170 Social sustainability for project management **before** PMM180 Managing projects for sustainability

However these modules are not prerequisites and can be taken in the opposite order where necessary.

6.2

In any study session you may register for a maximum of 30 credits of new modules. A new module is a module you have not registered for previously or for which a previous attempt was invalid.

In a session where you are registered for the Project module, this will count as 15 credits per session.

6.3

In any study session you may register for a maximum of 45 credits, either in a combination of failed or resumed modules and new modules.

6.4

There are two exam boards a year, following the January and July sessions. You will receive provisional results following the October and April sessions. These results will be formally ratified by the next available exam board. Provisional results should be used for the basis of progression.

Individual modules

See [Section 1](#) for information about stand-alone Individual module availability.

6.5

You may take up to three modules (45 credits total) on a stand-alone basis without being registered for the PGCert, PGDip or MSc. If you apply to progress to the PGCert, PGDip or MSc and this is approved, you may be credited with any individual module(s) successfully completed.

Progression between qualifications within the programme

6.6

If you are registered on either the PGCert or PGDip and want to transfer your registration to a higher qualification, you should notify us before you enter for your final assessments.

6.7

If you apply to transfer to a higher qualification from a parent qualification to a specialist qualification, or vice versa, or from one specialist qualification to another specialist qualification offered under these regulations, then the rules listed under 6.8–6.12 will apply.

As the entrance requirements for the PGCert, PGDip and MSc are the same, you do not need to successfully complete the lower award to transfer to the higher award. However, transfer of registration cannot take place whilst a study session is live and before results for this session are ratified by the exam board.

Transfer between the MSc Project Management, MSc Project Management (Software Development) and MSc Project Management (Sustainability)

6.8

You may apply to transfer between the MSc Project Management, MSc Project Management (Software Development) and MSc Project Management (Sustainability) provided that:

- you have selected, or are still able to select, the modules on the qualification to which you wish to transfer, or alternatively, are willing to discard modules not in the relevant qualification (also see regulation 6.12).
- you are still within your maximum period of registration; and

- you are not yet eligible for the award for the qualification on which you are currently registered.

6.9

If you transfer between the MSc qualifications, we will credit you with any modules that you have already passed and any RPL that we previously awarded you provided they form part of the structure of the qualification you are transferring to.

6.10

If you have been awarded credit for a module, we will not allow you to resit it upon transfer.

6.11

Any failed attempts made will be carried forward and will be counted towards the number of attempts permitted at the same modules following transfer.

6.12

If you are permitted to transfer between MSc qualifications, all modules studied will be displayed on your final transcript when you receive your award. This includes modules which are discarded upon transfer.

Performance based admissions

There are two entry routes into the MSc Project Management: the Direct Entry route and the Performance based admission route. See the entrance requirements in the Programme Specification, and the requirements tab on the programme's web page for full details.

6.13

To enter the MSc Project Management via the Performance based admission (PBA) route, you must first register for and pass two of the 15-credit modules. Final results ratified at the exam board will be used for the basis of progression.

6.14

While registered on the PBA route you may register for a maximum of 45 credits in any session, of which 15 credits can be made up of new modules. Your total module registrations, including modules that you are waiting to repeat, may not exceed 60 credits.

Transfer from Individual modules

6.15

A mark awarded for completion of an individual module may not be used to replace any mark for a degree, diploma or certificate already awarded.

6.16

If you are registered on stand-alone individual modules and you wish to transfer your registration to the PGCert, PGDip or MSc, you must meet the entrance requirements for Direct Entry or for Performance based admission (PBA).

6.17

If you only meet the entrance requirements for PBA but have already successfully completed two individual modules on a stand-alone basis (30 credits total), you will be permitted to transfer your registration directly onto the MSc, PGDip or PGCert via the Direct Entry route. The completed module/s must be present in the programme structure of your chosen specialism, if applicable.

6.18

Only three modules (a maximum of 45 credits) may be counted as credit towards a related qualification.

If you request to transfer from stand-alone individual modules to the MSc, PGDip or PGCert and are currently undertaking the study for these modules, transfer of registration cannot take place whilst a study session is live and before results for this session are ratified by the exam board.

7 Schemes of award

Marking criteria

See [Appendix C](#) for the Assessment Criteria.

7.1

All assessments will be marked according to the published Assessment Criteria.

Mark scheme

7.2

The following mark scheme is used for the MSc, PGDip and PGCert:

Mark range	Outcome
70% and over	Distinction
60% – 69%	Merit
50% – 59%	Pass
0% – 49%	Fail

7.3

To calculate the final grade for the qualification, the marks for modules are weighted equally, with the exception of the Project module which is double weighted.

7.4

To be granted the MSc with Merit, your mean average mark for the 15-credit modules (ten modules in total) must be between 60% and 69%; your mark for the Project module must be 60% or above.

7.5

To be granted the MSc with Distinction, your mean average mark for the 15-credit modules (ten modules in total) must be 70% or above and your mark for the Project module must be 70% or above.

7.6

To be granted the PGDip and PGCert with Merit, your mean average mark for the 15-credit modules must be between 60% and 69%.

7.7

To be granted the PGDip and PGCert with Distinction, your mean average mark for the 15-credit modules must be 70% or above.

Date of award

7.8

The date of award will correspond to the year that the requirements for the award were satisfied.

Exit qualifications

7.9

If you have exhausted your permitted number of attempts at module(s) and are unable to complete the MSc or PGDip, you may be considered for an exit qualification of PGDip or PGCert, respectively. In such circumstances, you will need to have achieved the credits required for a PGDip (120 credits) or PGCert (60 credits) and have successfully completed the required modules for the qualification concerned.

7.10

If you have not completed the required modules, but you have completed the required number of credits for a PGDip (120 credits) or PGCert (60 credits), the Board of Examiners may, at its discretion, consider you for an exit qualification.

7.11

The exit qualification of PGDip or PGCert will be with effect from the year in which you satisfied the requirements for that award. Your registration will cease once the exit qualification has been granted.

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%)

Appendix C – Assessment criteria

This is an indicative description of expectations at each grade level.

% range	Grade Descriptor	Description
90+	Upper Distinction	<p>Has features of publishable quality eg in peer reviewed journals</p> <p>Outstanding understanding and command of the concepts, theories and analytical skills taught, and ability to apply them to answer the questions asked in the assignment</p> <p>Ability to conduct critical literature review, understand and integrate several diverse conceptual frameworks, and impressive ability to apply this understanding to solve complex industry problems and needs</p> <p>Ability to marshal and integrate diverse analytical frameworks , sources of literature and primary data and empirical evidence, in order to formulate and propose novel, original, path breaking solutions and directions for future research and lines of enquiry.</p> <p>Demonstrate a high degree of creativity, originality and independence of thought throughout the work.</p> <p>Outstanding command of and ability to apply tools, techniques, numerical and analytical frameworks to solve real problems in project management and engineering management.</p> <p>Outstanding capacity to gather, marshal and integrate diverse sources of information and data , analyse and test them, and deliver a technically proficient , professional piece of work of a very high standard and relevance to industry.</p> <p>Very good professional standards of technical competence, analysis, expression and presentation (written, oral, visual) in project and engineering management.</p> <p>Outstanding command of and ability to apply software tools and techniques to design, plan, finance and implement projects successfully across many industries.</p>
80-89	Middle Distinction	<p>Contains the foundations and seeds for publication with some modifications.</p> <p>Excellent understanding of concepts and analytical frameworks taught and ability to apply them to solve problems in industry and answer the questions of the assignment.</p> <p>Excellent, impressive ability to conduct literature reviews, data search, integrate several conceptual frameworks and offer novel and original solutions and suggest lines of future research.</p> <p>Demonstrate strong command of the subject area, independence of thinking and originality.</p> <p>Excellent ability to marshal diverse sources of information and data, to produce work of very high technical and professional competence in project</p>

**Programme Regulations 2022–2023 Project Management (and specialisms)
(MSc/PGDip/PGCert/Individual modules)**

% range	Grade Descriptor	Description
		<p>management and engineering management.</p> <p>Excellent, technically impressive competence and command of software tools and techniques to design, plan and implement projects across many industries and government.</p>
70-79	Lower Distinction	<p>Mostly impressive, in-depth understanding of concepts and theories and ability to apply them to skilfully answer the questions.</p> <p>Impressive command of concepts together with confident, original and independent thought, analysis and insights, going well beyond merely competent and predictable lines of thinking.</p> <p>Analysis, answers and presentation stand out and go well beyond what is expected of an average but good answer.</p> <p>Mostly impressive ability to conduct literature review, integrate diverse conceptual frameworks and data sources, and competently apply them to solve problems in business and industry.</p> <p>Impressive ability to conduct independent data search, collection, analysis and apply them to solve difficult problems in industry and business.</p> <p>Mostly impressive ability to analyse and present research results and data in a very professional and technically proficient manner.</p> <p>Mostly impressive command of software, technical and numerical skills and tools, and ability to apply them to solve problems in project management and engineering management.</p>
60-69	Merit	<p>A very good , highly competent ,convincing , above average understanding of the concepts , tools, techniques taught and ability to apply them to answer the questions fully and satisfactorily.</p> <p>Very good, competent and confident ability to conduct literature review, integrate different conceptual frameworks and bring them to bear to solve a problem in industry.</p> <p>Very good, competent ability to conduct data search, collection and analysis and produce a professional business report and recommendations to industry.</p> <p>Very good understanding and high degree of command of software, numerical, technical skills and ability to apply them to solve problems in project management and engineering management.</p> <p>Very good command of software tools and skills and ability to apply them to competently design, manage and implement projects in several industries, including the engineering sector.</p>
50-59	Pass	<p>A reasonably good understanding of concepts and tools taught, and weak, not fully convincing ability to apply them to answer the questions.</p> <p>Answers to the questions at best marginally correct and relevant.</p>

**Programme Regulations 2022–2023 Project Management (and specialisms)
(MSc/PGDip/PGCert/Individual modules)**

% range	Grade Descriptor	Description
		<p>Weak ability to conduct literature review and data search and apply them to answer the questions or solve industry problems.</p> <p>Partial ability to produce technically and professionally presented data, analysis and recommendations to industry.</p> <p>Despite weaknesses and some errors, there is sufficient evidence of understanding of the concepts and tools taught, ability to answer the questions, and of hard work, to merit a pass on this Assignment in this Module.</p>
40-49	Marginal Fail	<p>Very weak and inadequate understanding of concepts , theories , tools taught and very inadequate ability to apply them to fully answer the questions, or answer industry problems.</p> <p>Very weak ability to conduct literature review, data search and analysis and present them to an acceptable degree of technical and professional proficiency to industry.</p> <p>Standard of answers offered below what is acceptable in the academic performance of a student on the programmes. The final result falls below the requirements of acceptable performance for a pass.</p> <p>Although there is evidence of ability, good work and understanding, the academic performance overall is inadequate and definitely only merits a marginal fail in the 40's grade class.</p>
30-39	Poor Fail	<p>Poor understanding of the concepts and tools taught and ability to apply them to answer the questions and industry problems.</p> <p>Answers poor, partial, contain errors, demonstrate a lack of understanding of the concepts, theories and analytical frameworks taught.</p> <p>Lack of sufficient ability to conduct literature review, data search, analysis, and apply them to produce technically and professionally acceptable presentation to industry.</p> <p>Little evidence of command of software and tools to competently design, plan and implement projects in any industry.</p>
20-29	Very Poor Fail	<p>Very poor understanding of concepts and tools taught, and ability to apply them to answer the questions or solve problems in industry.</p> <p>Answers mostly very poor, and many wrong, but some little evidence of ability and understanding.</p> <p>Very poor ability to conduct literature review and data search and apply them to produce technically and professionally acceptable work for this coursework or industry.</p>
10-19	Extreme Fail	<p>Very bad to non-existent understanding of concepts taught and ability to apply them to answer the questions.</p>

**Programme Regulations 2022–2023 Project Management (and specialisms)
(MSc/PGDip/PGCert/Individual modules)**

% range	Grade Descriptor	Description
		<p>Most answers very poor, barely relevant and almost never correct.</p> <p>Very poor ability to conduct literature review and data search and apply them to produce technically and professionally good or acceptable analysis and reports to industry.</p> <p>Very little evidence of command of software tools and techniques to design and implement projects in industry.</p>
0-9	Complete Fail	<p>The questions not answered at all: this is automatic ZERO.</p> <p>The questions not fully, only partially, and wrongly answered.</p> <p>Many mistakes, unstructured and disorganised.</p> <p>Little or no evidence student engaged or understood the concepts taught in the Module.</p> <p>Little understanding of the concepts taught and ability to apply them to answer the questions or industry problems.</p> <p>Inability to conduct literature review and independent data search and apply them to produce technically and professionally acceptable report to industry.</p> <p>Little or no evidence of understanding of software tools and techniques and ability to apply them to design and manage projects in industry.</p> <p>Work does not meet the standards required for an assignment on the PGT Programmes of the CPS and the College.</p>