



# **Programme Handbook**

## **MSc Project Management**

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Version 5

## Introduction to the Programme

Welcome to the MSc Project Management programme. This handbook provides you with information about the structure of your programme.

The programme is made up of the modules listed in the table below. An outline of the content of each of the modules and the assessment methods used can be found in the Module Definition Form section of iLearn.

## MSc Project Management Modules

Module Title	Credits	Module Type (Core/Option)
Management of Traditional Projects	20	Core
Project Analytics	20	Core
Agile Methodologies in the Digital Business Environment	20	Core
Project Management Tools and Techniques	20	Core
Managing Cloud Based Business Solutions	20	Option
Introduction to the Digital Supply Chain	20	Option
Managing Customer and User Experience	20	Option
Analysing Big Data	20	Option
Developing People, Leadership and Capabilities	20	Core
Business Transformation Project	60	Core

Please note that modules may not be delivered in this order; please refer to your course timetable.

### Student Loans Company Funded Students

If you have been granted a postgraduate loan from the Student Loans Company, you must progress at an appropriate pace to complete within two years. Arden University is required to make annual reports to the Student Loans Company regarding your progress. If you fall behind, or if you decide you would prefer to study at a slower pace, you may transfer to the Flexible Distance Learning route (see below). However, if you transfer to the more flexible route, you will not be eligible for any continued loan payments from the Student Loans Company.

### Flexible Distance Learning Students

If you have chosen the flexible distance learning route and have not received a postgraduate loan from the Student Loans Company, you have the flexibility to plan your own pace of study. Postgraduate degrees usually take around two to three years to complete depending on how many modules you study each year. In order to achieve this, it is recommended that you aim to complete at least 60 credits each year, equivalent to three 20-credit modules. You will have a maximum of five years to complete the programme (from the date you first started).

### Full Time Distance Learning Students

If you are a full-time distance learning student, you will study at a prescribed pace to ensure that you complete on time. You will study two modules per quarter and will be working on your dissertation at the same time, with the final quarter to complete the dissertation, allowing you to complete the whole degree in 12 months.

## Arden University Assessment Regulations

Students will be assessed in accordance with the standard Arden University assessment regulations which can be found on the Arden University website <http://arden.ac.uk/>

## PROGRAMME SPECIFICATION – MSc Project Management

<b>1. Programme Code</b>	
<b>2. Programme Title</b>	MSc Project Management
<b>3. Target Award Title</b>	1.MSc, 2. Post Graduate Diploma, 3. Postgraduate Certificate, 4. Module Certificate (see below)
<b>4. Exit Award Title(s)</b>	Postgraduate Diploma, Postgraduate Certificate, Module Certificate
<b>5. Subject area</b>	Business
<b>6. Faculty</b>	Business
<b>7. School</b>	Project Management
<b>8. Programme Team Leader(s)</b>	Dr Serkan Ceylan
<b>9. Programme Type</b>	Specialist
<b>10. Delivery Model</b>	DL F/T      X      BL F/T      X      Apprenticeship
	DL P/T      X      BL P/T      X      Other      X
<b>Where delivery model is identified as 'Other' please provide details</b>	Students can study individual modules for a university certificate.
<b>11. Location of delivery</b>	BL (All centres) and DL
<b>12. Proposed Start date</b>	January 2021
<b>13. Reference points</b>	QAA benchmarks for Masters' Degrees (N100) in Business and Management (2015), the Masters' Degrees General Characteristics: type 1 (Sept 2015);  FHEQ L7.  Quality Code 2019 (QAA)
<b>14. Professional, Statutory &amp; Regulatory Bodies (PSRB)</b>	Outline approval for professional accreditation has been secured from: Association for Project Management (APM) Project Management Institute (PMI)  All approvals are subject to final validation by the above PSRBs.

<b>15. Programme aims</b>
<ul style="list-style-type: none"> <li>• A critical and detailed analysis of the theory and practice relating to the role of project management within organisations</li> <li>• A critical evaluation of the management theory related to project management within a global context</li> <li>• A detailed overview of specialist areas of within the field of project management and data metrics and analysis</li> <li>• The opportunity to complete a detailed piece of research relating to a project management issue.</li> <li>• A critical understanding of issues pertaining to sustainability and business ethics.</li> <li>• An ability to critically analyse and apply knowledge of project management theory and models to complex issues, both systematically and creatively, to improve business and management practice; a stimulating online academic environment, which is based upon the values of academic openness and critical appraisal.</li> <li>• To be able to use data analytics to drive project management decisions and processes.</li> </ul>
<b>16. Programme Entry Requirements</b>
Standard entry: A first degree or equivalent at 2:2 level in any recognised discipline.
Candidates who lack formal qualifications but possess significant relevant experience will also be considered.

Programme entry is also subject to Arden University's standard policies on APEL and ACL.

### **17. Graduate Attributes**

The concept of the Arden University Graduate based upon the definition of "graduate attribute" by Bowden et al (2000) has been developed around 6 attributes:

- 01 Discipline Expertise
- 02 Effective Communication
- 03 Responsible Global Citizenship
- 04 Professional Skills
- 05 Reflective Practitioner
- 06 Lifelong Learning

#### The Means by which Graduate Attributes are Achieved and Demonstrated

1 – Professional Skills: achieved and demonstrated through:

- Development of proficiencies with proprietary software
- Reflecting upon own practice and work product outputs via exercises
- Critiquing own outputs and assessments
- Evaluating digital business solutions including software applications

2 – Reflective Practitioner: achieved and demonstrated through:

- Reflecting upon exercises and tasks
- Reflecting upon software applications and appraisals

3 – Responsible Global Citizen: achieved and demonstrated through:

- Identifying digital project management regulatory and ethical issues
- Reflecting upon "best practice" approaches regarding digital business decision-making and strategies
- Exploring international case studies

4 – Lifelong Learning: achieved and demonstrated through:

- Developing a foundational knowledge of proprietary software, digital technologies and analytical techniques
- Developing self- awareness and marketing skills

5 – Effective Communication: achieved and demonstrated through:

- Participation in team-based exercises and tasks
- Online collaborative exercises and presentations
- Development of digital project proposals and plans

6 – Discipline Expertise: achieved through and demonstrated through:

- Awareness of software, analytical and technological solutions relevant to digital business
- Gathering, sharing and consolidating relevant theory via self-study, peer to peer exchanges and discussions, and practical applications
- Adopting a research informed approach to learning, assessments and individual and collaborative exercises.

### **18. Learning, teaching and assessment methods and strategies**

The programme uses an eclectic mix of teaching methods and assessment strategies.

Teaching strategies and assessments methods are based around blended and online interventions involving an innovative range of asynchronous and synchronous activities.

#### Learning and Teaching

In line with Arden University's "digital first" teaching focus, interventions are enriched and enhanced by the deployment of a range of digital assets including: groupware, discussion fora, social media channels, collaborative tools, webinars and e-presentation software. Teaching is designed to engage

and inspire students via a range of innovative activities and retains a “real world” focus via the use of contemporary case studies, industry data sets and engagement with relevant proprietary software related to transformations such as data analytics and cloud technology. Teaching is student led; learners are expected to take ownership of their own learning journeys, reflect upon the teaching interventions and case materials and act on tutor feedback as they develop an understanding of project management in the digital business environment.

The programme also involves engagement with relevant business software; students are expected to evaluate the contribution of such applications, develop skills in software applications and reflect upon their contribution to business transformations.

Students are required to engage in group working and projects as they navigate module materials, exchange peer to peer feedback and reflect upon study materials, case studies, data sets and formative feedback to broaden their understanding of digital business transformation.

#### Assessment

The assessment strategy centres on a strong alignment with real world business transformation projects and embraces a range of assessment types including: reflective analyses, portfolio development, work products, narrated presentations, case study reports, risk assessments and proposals for agile implementation. Students are expected to apply knowledge and theory explored in the modules and produce assessments that simultaneously focus on real business situations and demonstrate the high levels of critical and diagnostic thinking required to meet the standards of a Level 7 business qualification.

The programme culminates in the submission of the independent study assessment (Business Transformation Project) that builds upon content examined in the other modules and requires students to develop a digital transformation project plan.

Level	Scheduled	Independent	Assessment
7	30%	40%	30%

<b>18. Intended programme learning outcomes and the means by which they are achieved and demonstrated</b>		
<b>18a. Knowledge and understanding</b>	<b>The means by which these outcomes are achieved</b>	<b>The means by which these outcomes are assessed</b>
<p>A1 Apply and synthesise knowledge and understanding relevant to project management in traditional and digital environments.</p> <p>A2 Advise an organisation on appropriate strategies to assist their management of the project management function and the analysis of data to support this function.</p> <p>A3 Critically analyse the digital context in which an organisation operates and understand the impact that this may have on project management activities.</p> <p>A4 Demonstrate a critical understanding of current thinking associated with sustainability and business ethics.</p>	<p>Acquisition of knowledge and understanding at all levels is through an integrated learning and teaching pedagogy that includes both asynchronous and synchronous activity. Learning is supported throughout the programme by comprehensive classroom based and online multi-media teaching materials and resources. (A1, A2, A3, A4)</p> <p>Discussion in class and online forums where students discuss and critically engage with themes emerging from the materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves. (A1, A4)</p> <p>Podcasts and narrated PowerPoints. (A1, A2, A3, A4)</p> <p>Synchronous Online seminars facilitated where theory and practice are integrated. (A1, A2, A3, A4)</p> <p>Live classroom “chats”. (A1, A2, A3, A4)</p> <p>Our strategy enables students to engage with a variety of learning tools and digital software that best meet their learning styles, overall objectives and personal circumstances. (A2, A3)</p> <p>Independent study remains an important part of the learning process and is supported by engagement with the classroom based and online environments. (A2, A3)</p>	<p>Knowledge and understanding are assessed through in-module assessments of portfolio submissions, presentations, and case study report-based assignments. (A1, A2, A3, A4)</p> <p>Formative assessments are the precursor to the summative assessments. Appropriate and diverse formative assessments are provided for students and are communicated to them via a clear overview to be found in the assessment brief for each module. (A1, A2, A3, A4)</p>
<b>18b. Intellectual (thinking) skills</b>	<b>The means by which these outcomes are achieved</b>	<b>The means by which these outcomes are assessed</b>

<p>B1 To apply and where appropriate, synthesise project management models and theories to meet the needs of a range of situations of different complexity.</p> <p>B2 Undertake research on a topic relevant to project management and report the research with appropriate recommendations.</p> <p>B3 To apply various metrics and digital solutions, in order to best evaluate the project management.</p>	<p>Intellectual skills are developed throughout the programme by the methods and strategies outlined in section A, above. Intellectual development is further encouraged via formative assessment tasks including set briefs, in-module activities, case studies, self-initiated briefs, and discussion with tutors and peers (in class and online forums/debates). (B1, B2, B3)</p> <p>Specific modules support the development of quantitative and qualitative analysis, and the development of criticality and self-reflective skills. In addition, the student's thinking skills will be evident a summative assessment process which requires and rewards learners for the demonstration of creative thinking and problem solving, analysis, judgement and self-reflection in the development of contextually relevant solutions, and a willingness to explore and engage with a range of media. (B1, B2, B3)</p> <p>Throughout, the learner is encouraged to develop intellectual skills further by undertaking further independent study and research. (B2)</p>	<p>Intellectual skills are assessed through a combination of in-course formative exercises and summative assignments, including the submission of portfolios, self-reflective evidence, statistical analyses, qualitative judgements, and research reports. (B1, B2, B3)</p>
<p><b>18c. Practical skills</b></p>	<p><b>The means by which these outcomes are achieved</b></p>	<p><b>The means by which these outcomes are assessed</b></p>
<p>C1 Develop leadership and team working skills relevant to the project management environment.</p> <p>C2 Identify practical solutions to theoretical and practical project management related problems, thereby demonstrating praxis.</p> <p>C3 Select and utilise analytical, digital and project management tools in the support of informed / effective decision-making.</p> <p>C4 Undertake effective communication and presentation skills using digital tools and techniques consummate with a management position.</p>	<p>Practical and professional skills are employed in the production of solutions to real life situations developed through set briefs, exercises and practical activities. The important modern-day skills of managing projects, working within differing organisational and national cultures are provided by specific modules, as are specific inputs with an emphasis upon practical functional decision-making skills related to market planning and strategy, market intelligence, stakeholder inputs and communications; managing others; and managing knowledge. (C1, C2, C3, C4)</p> <p>Practical skills are further developed and integrated through a series of in-class and online activities and projects intended to test skills acquired. Group forums provide opportunities to discuss ideas, informal peer assessment, progress, the work of others and the strengths and weakness in the work presented. (C1, C4)</p>	<p>To support the development of practical skills students must supply worked materials and evidence in support of their assignments. Critical reasoning, good presentation and sound evidence trails in all assignments are rewarded. (C1, C2, C3, C4)</p> <p>Assessment briefs include a variety of commercial and geographical contextual settings. Students receive feedback on all activities and assignments which includes practical examples for improvement in the application of theory to practice helping them improve</p>

	<p>Activities are provided so that students can work independently to consolidate their knowledge and grasp of practical skills. The in-course activities and assessment processes emphasise the practical differences in management skills required in differing contexts. (C2)</p> <p>As the programme progresses work becomes more complex and students are tested on their abilities to respond positively to feedback from a variety of audiences, as well as to manage increasingly large workloads. Students are required to complete several assignments and a Business Transformation Project that rewards independence originality, and critical enquiry, and which further enhance communication and self-reflective skills. (C1, C2, C3, C4)</p>	<p>both aspects of their skill base. (C2, C3, C4)</p>
18d. Graduate Attributes	The means by which these outcomes are achieved and demonstrated	The means by which these outcomes are assessed
<p><b>D1 Discipline Expertise:</b> Knowledge and understanding of chosen field. Possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice being well positioned to respond to change.</p> <p><b>D2 Effective Communication:</b> Communicate effectively both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate.</p> <p><b>D3 Responsible Global Citizenship:</b> Understand global issues and their place in a globalised economy, ethical decision-making</p>	<p>This graduate attribute relates to the Developing People, Leadership and Capabilities and Business Transformation Project modules. It includes developing expertise through using a range of digital technologies within project management. It also includes applying appropriate methodologies within agile projects and reviewing the use of agile technologies and techniques, including the impact of software solutions in the planning and implementation of agile projects.</p> <p>This graduate attribute relates to the Project Analytics module. It includes analysis of software tools and apps, and creation of simple analytical frameworks to help develop communication. Furthermore, developing and project analytics skills including managing the quality of data and examining the impact of these via online class discussions will also enhance communications skills for projects.</p> <p>This graduate attribute is connected to the Digital Business Transformation Project module Within this module, students will</p>	<p>Coursework through the development of a proposal, presentation and reflective work on the application of an agile approach.</p> <p>Coursework through the creation of a case study report using digital tools to communicate key analysis and solutions.</p> <p>A final project report on a relevant topic within project management as well as</p>

<p>and accountability. Adopt self-awareness, openness and sensitivity to diversity in culture.</p> <p><b>D4 Professional Skills:</b> Perform effectively within the professional environment. Work within a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. Be flexible and adaptable to changes within the professional environment.</p> <p><b>D5 Reflective Practitioner:</b> Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to find and innovate in solutions.</p> <p><b>D6 Lifelong Learning:</b> Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.</p>	<p>also develop an appreciation of global issues and ethics in project management and in addition the importance of developing a sustainable approach to the strategic and operational implementation of projects.</p> <p>This graduate attribute is also connected to the Management of Traditional Projects module. This includes exploring a range of digital skills used within project management, via the use of case analysis, practical exercises, software appraisal and reflection. Assessing challenges and developing appropriate digital solutions to meet the challenges of the contemporary project management environment will also enable further digital skills development within project management.</p> <p>This graduate attribute is strongly connected with the Developing People, Leadership and Capabilities module. This includes reflection on the use of software tools and apps, and creation of simple analytical tools such as risk registers. In addition, reflection on the application of project risk management in modern digital business via online class discussions.</p> <p>This graduate attribute is primarily connected to the Project Management Tools and Techniques module. This module enables students to analyse, evaluate and use a range of practical project management techniques to solve problems, thereby enhancing their skills levels.</p>	<p>coursework comprising of a portfolio of tasks relating to relevant scenarios within project management.</p> <p>Coursework through the preparation of a portfolio of tasks relating to relevant scenarios within project management.</p> <p>Coursework through preparation of a risk assessment and reflective report.</p> <p>The creation of a presentation that demonstrates the student's acquisition of skills relating to the evaluation and implementation of a range of project management techniques to solve problems and develop solutions.</p>
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### 19. Summary of Intended Programme Learning Outcomes and Modules

Programme Learning Outcomes		Owned by programme	Module order	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3	D4	D5	D6
				Modules (Credits)																
Level 7	<b>Core</b>																			
	Management of Traditional Projects (20)	Y		X				X	X			X		X	X			X		
	Project Analytics (20)	Y			X					X			X	X		X				
	Agile Methodologies in the Digital Business Environment (20)	Y		X		X				X			X					X		
	Project Management Tools and Techniques (20)	Y			X			X				X	X							X
	Developing People, Leadership and Capabilities (20)	Y			X		X	X			X	X		X	X			X	X	
	Business Transformation Project (60)				X			X	X					X	X		X			X
	<b>Electives</b>																			
	Managing Cloud Based Business Solutions (20)			X	X			X		X										X
	Introduction to the Digital Supply Chain (20)				X					X			X					X		
	Managing Customer and User Experience (20)				X		X				X				X	X				
Analysing Big Data (20)					X					X			X	X		X				