

Module code: MOD003693	Version: 1 Date Amended: 06/Sep/2013
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1. Module Title
Applied Project Management

2a. Module Leader	2b. Department	2c. Faculty
Null	Department of Leadership and Management	Lord Ashcroft International Business School

3a. Level	3b. Module Type
7	Standard (fine graded)

4a. Credits	4b. Study Hours
15	150

5. Restrictions			
Type	Module Code	Module Name	Condition
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Pre-requisite:	MOD003345	Operational and Project Management	Compulsory
Co-requisites:	None		
Exclusions:	None		
Courses to which this module is restricted:			

LEARNING, TEACHING AND ASSESSMENT INFORMATION

6a. Module Description
<p>This module has been designed to deliver applied project management knowledge and techniques beyond the standard material covered on comparable MBA level modules. The focus of the module will cover advanced tools and techniques across the entire project life cycle. This will commence with defining the project scope of work using Work Breakdown Structures (WBS). Analysing the project to determine feasible timescales and budgets will follow. The Project Evaluation and Review Technique (PERT) will be covered to enable students to assess the probability of a project schedule achieving a stipulated deadline date. Resource levelling will be covered to enable project managers to manage their resources effectively, and resolve resource constraints. Earned Value Management (EVM) will then be covered to enable the accurate measurement of actual progress and expenditure. This will be compared with planned progress and budgets to derive incisive variance analysis and forecasts for completion (dates/costs). This will be finalised with the analysis of potential 'crashing' and acceleration options. There will be a choice of a number of formative assessments used from the following; analysis of project management journal papers; presentations; short one minute papers; ongoing class Q&As amongst others. In addition, there will be a three hour summative examination based on a pre-issued case study. On completion students will be able to apply these techniques to live business projects.</p>

6b. Outline Content
- Defining the project scope - Work Breakdown Structures - Estimating timescales and budgets - Project Evaluation and Review Technique (PERT) - Resource management and levelling (Critical chains) - Project control and variance analysis - Earned Value Management - Trouble-shooting, crashing and acceleration options

6c. Key Texts/Literature
<p>KEY TEXT Orr, A., (2007) Advanced Project Management: A Complete Guide to the Key Processes, Models and Techniques. Kogan Page SUPPLEMENTARY TEXTS Fleming, Q and Koppelman, J. (2010) Earned Value Project Management Project Management Institute; 4th edition Koster, K. (2009) International Project Management Sage Publications Ltd</p>
<i>Last Updated:</i>

6d. Specialist Learning Resources
None

7. Learning Outcomes (threshold standards)		
No.	Type	On successful completion of this module the student will be expected to be able to:
1	Knowledge and Understanding	Critically assess and evaluate the value of advanced techniques and processes at various stages of the project management life cycle.
2	Knowledge and Understanding	Demonstrate a critical awareness of the project management profession and the specific knowledge required by successful practitioners
3	Intellectual, practical, affective and transferrable skills	Apply selected tools and techniques to improve the performance of project management on complex and/or problematic business projects
4	Intellectual, practical, affective and transferrable skills	Analyse problematic project scenarios and be able to select, design and implement solutions for successful trouble-shooting and recovery.

8a. Module Occurrence to which this MDF Refers				
Year	Occurrence	Period	Location	Mode of Delivery
2016/7	ZZF	Template For Face To Face Learning Delivery		Face to Face

8b. Learning Activities for the above Module Occurrence			
Learning Activities	Hours	Learning Outcomes	Details of Duration, frequency and other comments
Lectures	0	N/A	N/A
Other teacher managed learning	24	1-4	Seminars
Student managed learning	126	1-4	N/A
TOTAL:	150		

9. Assessment for the above Module Occurrence					
Assessment No.	Assessment Method	Learning Outcomes	Weighting (%)	Fine Grade or Pass/Fail	Qualifying Mark (%)
010	Examination	1-4	100 (%)	Fine Grade	30 (%)
Details:	EXAMINATION: 3 HOURS				

In order to pass this module, students are required to achieve an overall mark of 40% In addition, students are required to (a) for each element of fine graded assessment listed above, achieve a minimum mark of 30% (or higher - see Module Guide) and (b) pass any pass/fail elements

**In order to pass this module, students are required to achieve an overall mark of 40%.
In addition, students are required to:
(a) achieve the qualifying mark for each element of fine graded assessment of as specified above
(b) pass any pass/fail elements**