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**London
South Bank
University**

Module Guide

Qualitative Aspects of Project Management BAE_7_QAL

London South Bank Business School

2022/2023

Level 7

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1. MODULE DETAILS

Module Title:	Qualitative aspects of project management
Module Level:	Level 7
Module Reference Number:	BAE_7_QAL
Credit Value:	20 Credits
Student Study Hours:	140
Contact Hours:	60
Pre-requisite Learning (If applicable):	None
Co-requisite Modules (If applicable):	None
Course(s):	MSc Business Project Management
Semester	1
Module Coordinator:	Dr Alan Arokiam
MC Contact Details (Tel, Email, Room)	Tel: +44(0) 7884 561515 Email: arokiam@lsbu.ac.uk Room: MS Teams
Teaching Team & Contact Details:	N/A
Subject Area:	Project Management
Summary of Assessment Method:	100% Coursework
External Examiner:	Dr Priyanka Roy

2. SHORT DESCRIPTION

This module aims to develop a full understanding of the qualitative aspects of project management. These include the non-numerical analytical skills in project management including Team management, Conflict management, Leadership, Stakeholder and Communication management, Governance and Change management.

3. AIMS OF THE MODULE

This module aims to enable students to understand and apply the non-numerical analytical project management skills to different sectors, as well as contextualizing the skills for different types of contexts. The module also provides students with the knowledge of the issues which arise within projects based on an understanding of the concepts introduced and taught in the module.

4. LEARNING OUTCOMES

On completion of this module students will be able to:

Knowledge and Understanding:

- An appreciation of a range of qualitative principles, themes and standards on business project management based on APM competence framework
- An appreciation of the APM approach to the human aspects of project management such as conflict management, leadership, governance and communication.

Intellectual Skills:

- Formulate and evaluate different non-numerical analytical project management skills including
- Apply different project management skills to enable the identification and management of relevant target projects.

Practical Skills:

- Apply the APM competence framework in managing the qualitative aspect of projects.
- Evaluate and present the qualitative aspects of a project with business stakeholders.
- Work independently or effectively with a group as a leader or member, clarifying tasks and utilise the capacities of group members.

5. ASSESSMENT OF THE MODULE

This module will be 100% coursework assessed. The word count is 5000 words and the deadline for submission is on 9th January 2023 at 16:00.

Students will be given a project mandate within a business context. The students will study and analyse the case project on HS1 provided by the lecturer using the theoretical frameworks introduced in the module.

The pass mark for the unit is 50% and the students will be required to submit all aspects of the assignment through the turnitin submission link on the module Moodle site.

The students are expected to show evidence of application of taught concepts, and evidence of background reading and research (including literature review), discuss and critical analyse the key issues in the case and provide coherent solutions. The report should follow a logical structure with appropriate use of in-text citations and academic referencing.

6. LATE SUBMISSIONS AND EXTENUATING CIRCUMSTANCES FORMS

It is important that you meet all deadlines, but if you are having difficulties in doing so, it is also important to let us know as soon as possible so that we can provide the best support and guidance.

The Late Submission and Extenuating Circumstances Notification form in [MyAccount](#) allows you to:

- Request the opportunity to submit your work up to 5 working days late for an uncapped mark if this is included as part of your DDS support arrangements;
- Notify us of an unexpected issue which is outside of your control that is impacting an assessment (an 'Extenuating Circumstance'), which **may** allow an uncapped late submission or the opportunity to attempt the assessment at another time;
- Request additional time to submit an upcoming piece of coursework, without having a valid extenuating circumstance (but this will incur a marking penalty of 5% for each working day past the deadline, up to 5 working days).

If you submit an assessment late (up to a maximum of 5 working days), and do not notify us in advance via the Late Submission and Extenuating Circumstances Notification form, then your mark will be capped at a pass. If you do not attempt your assessment within 5 working days of the main deadline, then you will usually be able to attempt the assessment again during the resit period, but your mark will be capped at a pass (unless you are able to provide evidence of a valid Extenuating Circumstance, in addition to giving a reason why you were unable to submit this evidence before the deadline had passed).

Full details of our Late Submission and Extenuating Circumstances Notification Procedure can be found [here](#). A short video explaining the procedure can be found [here](#).

7. FEEDBACK

Feedback will normally be given to students 15 working days after the final submission of an assignment or as advised by their module leader.

General feedback, applying to all students, will also be placed on the module VLE site within 15 working days.

8. INTRODUCTION TO STUDYING THE MODULE

8.1 Teaching and learning pattern

The module will be delivered via a combination reflexive practice of skill sets that will be built through lectures developing on the skills sets and workshop seminar sessions enhancing the community skills. These shall show how to put skills of non-numerical project management skills into practice, within a project management environment. Real-life scenarios will be used to explore issues relating to the concepts introduced in the module, with weekly presentations of the topic as students will have to display developed knowledge of problems solving in different scenarios.

8.2 Indicative content

The principal aim of the module is to develop the non-numerical skills needed for successfully managing a project, programme or portfolio. The indicative content is divided utilising the following topics:

- Stakeholder management
- Leadership and team management
- Negotiation and politics
- Project governance
- Change management
- Communication management
- Conflict management

8.3 Importance of Student Self-Managed Learning Time

Student responsibility in the learning and development process will be emphasised. Students are required to undertake directed self-study and prepare solutions/discussions to questions relative to various topic areas. Students will be encouraged to identify for themselves particular problems of difficulty and to use seminar discussions, where appropriate, for the resolution of these. Students must regularly access the Moodle site for this module. They should download the class/lecture material from the Moodle site, and do the recommended reading, before each lecture/class.

8.4 Employability

The module develops the understanding of qualitative principles used for business project management. Also, a foundational appreciation of different non-numerical project management skills in public and private projects is promoted. Skills gained in this module enable the students to obtain PFQ, PMQ certificates from APM. The focus on business aspect of project management is a competitive advantage of the module.

9. PROGRAMME OF TEACHING, LEARNING AND ASSESSMENT

Main topics to be covered in this module are the following:

- The importance and impact of effective people management and leadership throughout the life of a project.
- Tools and techniques needed to be effective at developing, leading and managing project teams.
- The skills needed to lead, develop and support project team members to do their job effectively, in the required time, to be required quality and cost.
- Role and objectives of the purchasing function and its complex inter- and intra-organisational relationships that contribute to sustained commercial success and maximisation of competitive advantage.

- Introduction to purchasing strategies, tools and constraints including sourcing, supplier development and supplier-client relationships.

Week	Topic
1	Introduction
2	Project Governance and Decision Making
3	Stakeholder Management
4	Leadership and Team Management
5	Communication Management
6	Conflict Management
7	Assignment
8	Change Management
9	Negotiation and Politics
10	Consolidation

10. LEARNING RESOURCES

Core Reading:

Rethink!: project stakeholder management

Book by Martina Huemann; Pernille Eskerod; Claudia Ringhofer 2016

Project management: achieving competitive advantage

Book by Jeffrey K. Pinto 2016

International journal of project management: the journal of the International Project Management Association

Journal by Association of Project Managers (Great Britain); International Project Management Association
©1983-

Project management journal

Optional Reading:

The management of complex projects: a relationship approach
Book by Stephen Pryke; Hedley Smyth 2006

The socially intelligent project manager: soft skills that prevent hard days.
Book by Kim Wasson 2020.

11. PLAGIARISM

In recent years plagiarism has been seen by all universities in the UK, Europe, the USA and elsewhere as a growing problem, and a serious issue. London South Bank University and The Department of Business and International Studies are playing their part in trying to reduce plagiarism at all levels.

Plagiarism and its dangers

Students often get into trouble with the Academic Misconduct Authorities of the University because they either:

- a) Do not understand what plagiarism is, or
- b) Fail to see that they have committed plagiarism by not being careful in how they approach and present their academic work.

It is not difficult to avoid plagiarism, by taking a little care, and being aware of the rules and regulations of the University. The problem is made more difficult because the Internet and electronic forms of information and data often make it seem that information is freely available for all of us to use; just like a railway timetable. However, all academic and other forms of information must have been written by someone, or created by some institution or company. This is what makes academic copying so dangerous. It appears to be OK and acceptable. But it is not, and can lead the student into serious disciplinary problems with the University authorities.

What is Plagiarism?

Plagiarism is the practice of representing another person's work as the student's own, without acknowledgment of the source. Examples of plagiarism include:-

- Including in a student's own work more than a single phrase from the work of another person **without use of quotation marks and acknowledgement of the source**
- Summarising another person's work by changing a few words, or altering the format or order of presentation, without acknowledgement
- Using the ideas of another person, or data gathered by another person, in assessed work presented as the student's own, without acknowledgement of the source
- Copying the work of another source (e.g. a book or article, or the work of another current or past student at LSBU or elsewhere)
- Using and presenting as the student's own material prepared by another person and stored on a computer disk or downloaded from the Internet

Help to Avoid Plagiarism

The University provides a great materials and assistance to help students avoid the pitfalls of plagiarism. With this amount of material available, it is no defence for a student to say 'I didn't know, or understand that I was plagiarising'. All students should read the following university materials. The Library has several very good simple help sheets on the subject.

- Help Sheet on Plagiarism, gives a clear definitive view and help on the subject. It is at:
<https://libguides.lsbu.ac.uk/harvardreferencing/plagiarism>

- Help Sheet on how to Do Your Referencing Using the Harvard System is a first class guide on referencing, including electronic references. It is at: <https://libguides.lsbu.ac.uk/harvardreferencing>

Why do Universities get so upset about Plagiarism?

Consider two students. One has worked very hard in the library for six months on a dissertation. The other has 'cut and pasted' large chunks of material from the web and 'wrote' a dissertation in a few days. Should both get the same mark?

It is because plagiarism is a form of cheating for personal advantage that the university takes a strong line on exposing students who plagiarise and copy other people's work.

What if I am Caught Plagiarising?

Plagiarism is a form of serious academic misconduct and is not allowed. Where plagiarism has been taken place, the case will be reported to the Academic Misconduct Co-ordinator for the BIS Department. A preliminary investigation takes place to determine whether the allegation of plagiarism is justified. If it is the case, the matter will become the subject of a full investigation by the university, in which the student will be given the opportunity to explain their actions. Taking into account the explanation given by the student, a specially convened, independent university panel will, then, recommend to the Examinations Board the appropriate penalty. Where plagiarism has occurred, **it may result in the student failing the module without the opportunity to be re-assessed**. In extreme cases, a student may be deemed to have failed all modules of the course and be asked to terminate their studies and leave the university.

- Plagiarism is **very** serious
- There are **very** strict university rules that apply to all aspects of plagiarism
- Punishment is very severe, with significant financial and personal costs to the student
- The investigation and judicial process is very thorough, and so necessarily slow. The university uses a range of detection systems, including the JISC (Joint Information Systems Committee) computer based system, Turnitin, and other computer based systems.
- You cannot progress or graduate until the full process is completed. It may take 3-6 months
- This may mean you miss the graduation ceremony
- Even if you are found innocent, you may easily miss an academic year and not graduate with your friends

Student Requirements on Courses and Modules

All students can submit their work themselves to the Turnitin system for checking. This can easily be done through the module's VLE site for the module. Instructions are available on the module's VLE site.

In addition, to address the problem of plagiarism in the writing of coursework, the School requires students to submit **a copy of all coursework in electronic form**. Work cannot be marked without this. Students may also be required to submit to a *viva voce* interview and investigation to demonstrate that their work is authentic.

Remember: One simple guarantee that you are not plagiarising is to show your work to your class tutor before you submit it, with your Turnitin Report and ask, "Am I doing something silly here. Am I at risk of being caught plagiarising?" They will give you advice.