Lancaster University
Management School

Module Outline

Module Convenor
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Module Tutors
Dr Aaron Anvuur, Management Science, email: a.anvuur@lancaster.ac.uk.
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Administration and Undergraduate Coordinator
Helena Greenwood, Management Science, Charles Carter, D25, email:
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Term Taught
Michaelmas

Contact Time
16 in-person lecture hours and seven in-person workshop hours

Credit Points
15.0

Module Management
The module will use Moodle for posting lecture notes, assignments, learning resources, and general information. The module Moodle webpage is available at:
https://modules.lancaster.ac.uk/course/view.php?id=43912.

Introduction
Everyone is involved from time to time in carrying out projects, whether it is a small task, like planning a holiday, or a large activity, like a development project in a business or other organisation. Projects differ very much from ongoing, routine operations and are usually one-off events with a characteristic life cycle, unique to a greater or lesser extent. There are often multiple stakeholders, each with differing (and sometimes conflicting) requirements and different perspectives on the project's goals and objectives. Although effective project management does not call for completely different skills and methods from those needed in other areas of management, the emphasis and urgency associated with their deployment changes. Certain special skills become much more important, and new techniques are required. Typically, if they are of any significant size and importance to the organisation, projects will cut across the normal functional, departmental and, sometimes, organisational boundaries and bring together teams of people with differing backgrounds, attitudes, skills, and professional socialisations.

This module aims to introduce project management theories, frameworks and methods in a way that links to the life cycle of a typical project from the early project definition and planning stages, through project monitoring and control, to issues of implementation and change. The module will introduce a range of practical techniques that are used for the planning, scheduling, and

controlling of projects. Attention is also given to project governance and leadership.

Learning Outcomes

Subject-Specific Learning Outcomes	Cognitive Abilities & General Learning Outcomes
Understand the strategic relevance of projects	Think reflectively
Understand the operational management of projects	Frame real-world problems through a project lens
Understand the planning process for projects	Use project management techniques to help you achieve the results your organisation wants
Understand the importance of people management within projects	
Integrate your knowledge about project management with your own experience	
Apply your knowledge about project management to real projects	

Teaching Methods

Teaching on the module is delivered through a combination of eight two-hour in-person integrated lecture/practical sessions and seven one-hour workshop sessions. Generally, each workshop will relate to the content taught in the lecture the week before and will be based on a case study or a specifically developed scenario. The workshops provide an opportunity to apply the concepts and techniques learned in the lectures to real-life problems and to illustrate the application of quantitative project management techniques. The workshops will take place in Weeks 2–5, and 7–9 inclusive. Workshop briefs will be posted on Moodle in advance. It is strongly recommended that you attempt the workshop tasks before the timetabled sessions and bring your answers and any questions to the workshops.

Module Syllabus

The subjects covered by the module syllabus are the strategic role of projects, planning structures and frameworks, strategic project governance and leadership, project planning, project control, and transition and closure. The topics taught for the module are as follows. Please note that the ordering and bundling of the topics may change during the module delivery.

1. Module Introduction
2. Projects and Organisational Strategy
3. Requirements Management / Project Definition
4. Stakeholder Engagement
5. **Structural Choices and Frameworks; Project Lifecycles**
6. Project Success
7. Strategic Project Governance and Leadership
8. Cost Planning
9. Time Planning
10. Project Risk and Uncertainty Management
11. Project Controls
12. Project Closure

Assessment

The assessment for this module will comprise an exam and coursework. The exam is worth 50% of the overall module mark and will take place in the Summer Term. Exchange students on the module who are registered for the Michaelmas term only will be set a timed online test instead.

The coursework is worth 50% of the overall module mark and comprises two online tests in Weeks 6 and 10 of the Michaelmas term. The Week 6 online test (worth 20%) will be a multiple choice question (MCQ) Moodle quiz and will assess knowledge of core module concepts. The Week 10 online test will be a complex Moodle quiz (worth 30%) assessing the application of knowledge of concepts and techniques learned on the module to real-life problem-based scenarios. Each online test will last one hour and must be taken within a fixed two-hour test window. Students with ILSPs will be given the necessary time adjustments and will be advised about these closer to the online test date.

Feedback

The feedback provided to students on this module comprises grades and generic feedback on Moodle quizzes and developmental feedback given during dialogue with students in workshop sessions. We hope that you enjoy the module and welcome feedback on the organisation and delivery of the module both informally and via your course reps.

Workload

The total workload for the module is expected to be about 150 hours. This includes independent learning, undertaking readings, contact time, preparing for and completing workshop tasks and assessments.

Module Readings

The main textbook for the module is *Project Management, 5h ed., Pearson Education, 2022, by Harvey Maylor, Neil Turner, and Peter Simon*. An electronic copy of this book is available at: https://ebookcentral.proquest.com/lib/lancaster/detail.action?pq-origsite=primo&docID=6977274.

The main text and other recommended texts can be accessed via the Resource List on the module's Moodle page. Students are also expected to undertake readings included in specific lecture slides and workshop briefs.

Further Information

There is the Management Science departmental Moodle page for undergraduates that provides useful information and answers to frequently asked questions. The URL is https://modules.lancaster.ac.uk/course/view.php?id=44216.

You are advised to take note of the warnings about late work, plagiarism, and collusion. If you are unsure of the meaning of plagiarism or collusion, you can find further information in the Management Science Undergraduate Handbook which is available on the above Moodle page.