

## Programme Specification and Curriculum Map for MSc Managing Major Projects and Programmes

---

<b>1. Programme title</b>	MSc Managing Major Projects and Programmes
<b>2. Awarding institution</b>	Middlesex University
<b>3. Teaching institution</b>	
<b>4. Programme accredited by</b>	
<b>5. Final qualification</b>	MSc
<b>6. Academic year</b>	2009/10
<b>7. Language of study</b>	English
<b>8. Mode of study</b>	Part-time

### **9. Criteria for admission to the programme**

The standard Middlesex University entry requirements for postgraduate study will apply.

It is expected that participants would normally hold a good first degree and have at least three years' experience in managing small to medium projects.

Those without a suitable academic qualification will need substantial management experience to gain an experience-only entry onto the course.

Non-graduates will be profiled using CITI's project manager profiling tool, to ensure an appropriate aptitude and experience for the course. Candidates with academic qualifications below that required and candidates with the required academic qualification but less than three years' experience may also be profiled to better gauge their suitability.

Proof of English Language competency is required from all EU and international applicants. The minimum IELTS level accepted by Middlesex University is 6.5 or a TOEFL grade of 575 (paper based test) or 237 (computer based test).

### **10. Aims of the programme**

The programme aims to develop professional project and programme managers, qualified to manage the most complex programmes, skilled enough to run cross-discipline business and technical projects, and expert in the politics and processes required of the project and programme community.

## 11. Programme outcomes

### A. Knowledge and understanding

*On completion of this programme the successful student will be able to:*

- A1. \*Evaluate and synthesise appropriate concepts, principles, theories, current research and advanced scholarship in project and programme management.
- A2. Apply appropriate tools and techniques to achieve the outcomes required of them when acting as a project or programme manager
- A3. \* Transfer strategies, policies and techniques from other domains successfully into the project and programme context, where they offer insights and solutions to intractable problems
- A4. Critically review and evaluate their personal performance in discharging their responsibilities

*\* Programme Outcome A1 and A3 do not apply to PG Cert level.*

### Teaching/learning methods

*Students gain knowledge and understanding through:*

- Tutor-led teaching sessions and workshops
- Self-directed learning supported by e-learning materials
- Reflective practice and self appraisal
- Case studies and simulations
- Online materials and discussion groups
- Small group work and peer interaction

The course is structured as a set of modules that require participants to attend taught units containing tutor-led sessions and workshops.

The tutor-led sessions provide an opportunity to develop knowledge and understanding through the introduction of theoretical project management concepts and models. The workshops provide a further opportunity for peer interaction and group work. Workshops also cover simulations and analysis of projects and programmes that have been executed and reviewed by expert peers and judged by history.

During the supported e-learning a project or programme is analysed with a view to improve current practice and process.

### Assessment Method

Students' knowledge and understanding is assessed by both summative and formative methods.

Assessment includes:

- Reflective work based assignments
- Learning diary and research proposal (*does not apply to PG Cert*)
- Dissertation and oral presentation (*does not apply to PG Cert or PG Dip*)

Formative feedback is mainly given during taught units and workshops.

Students are encouraged to adopt a reflective approach to learning throughout the course. They are encouraged to apply knowledge gained through studying and research to their own working practice, gain further knowledge and reflect on the whole process.

<p><b>B. Cognitive (thinking) skills</b>  <i>On completion of this programme the successful student will be able to:</i></p> <p>B1. Identify and analyse differing perceptions of a situation</p> <p>B2. * Accept complexity and uncertainty and act effectively under these conditions</p> <p>B3. * Critically evaluate and integrate facts, opinions and knowledge, including current research</p> <p>B4. ** Analyse and synthesise information and ideas resulting in the creation of knowledge significant to others</p> <p>B5. *Identify and have critical understanding of ethical issues in work context</p> <p>B6. Reflect critically on the practice and development of self</p> <p>B7. *Understand research methodology and theoretical approaches in work context</p> <p><i>** B4 does not apply to PG Dip level  * B2, B3, B4, B5 and B7 do not apply to PG cert level.</i></p>	<p><b>Teaching/learning methods</b>  See also section A</p> <p><i>Students learn cognitive skills through</i></p> <ul style="list-style-type: none"> <li>• Interactive workshops</li> <li>• Self-directed learning supported by e-learning materials</li> <li>• Reflective practice and self-appraisal</li> <li>• Case studies and simulations</li> <li>• Small group work and peer interaction</li> </ul> <p><b>Assessment Method</b>  <i>Students' cognitive skills are assessed by both summative and formative methods.</i></p> <p>Assessment includes:</p> <ul style="list-style-type: none"> <li>• Reflective work based assignments</li> <li>• Learning diary and research proposal (<i>does not apply to PG Cert</i>)</li> <li>• Dissertation and oral presentation (<i>does not apply to PG Cert or PG Dip</i>)</li> </ul> <p>Students receive formative feedback during taught units and workshops.</p>
<p><b>C. Practical skills</b>  <i>On completion of the programme the successful student will be able to:</i></p> <p>C1. Demonstrate learning through reflection</p> <p>C2. Collect and critically analyse data</p> <p>C3. Network with peers to broaden understanding and value of cross-learning</p> <p>C4. Use learning resources effectively</p> <p>C5. Solve complex problems and make decisions</p> <p>C6. Create, identify and evaluate options</p> <p>C7. **Implement and review decisions</p> <p><i>**C7 does not apply to PG Cert or the PG Dip levels</i></p>	<p><b>Teaching/learning methods</b>  See also section A</p> <p>Students learn practical skills through active participation in workshops and group work, through self-directed study, reflective practice and by taking active part in on-line discussion.</p> <p><b>Assessment Method</b>  <i>Students' practical skills are assessed by</i></p> <ul style="list-style-type: none"> <li>• Reflective work based assignments</li> <li>• Learning diary and research proposal (<i>does not apply to PG Cert</i>)</li> <li>• Dissertation (<i>does not apply to PG Cert or PG Dip</i>)</li> </ul>

<p><b>D. Graduate Skills*</b></p> <p>* Postgraduate equivalent</p> <p><i>On completion of this programme the successful student will be able to:</i></p> <p>D1. Display evidence of successful team work</p> <p>D2. Communicate effectively in both writing and orally and disseminate results</p> <p>D3. Be a self-managed learner</p> <p>D4. Manage their time effectively and produce deliverables on schedule</p>	<p><b>Teaching/learning methods</b></p> <p>See also section A</p> <p>Students acquire graduate skills through active participation in workshops and group work, through self-directed study, presentations and reflective written work.</p> <p><b>Assessment method</b></p> <p><i>Students' graduate skills are assessed by</i></p> <ul style="list-style-type: none"> <li>• Reflective work based assignments</li> <li>• Dissertation and oral presentation <i>(does not apply to PG Cert or PG Dip)</i></li> </ul>
---	--

## 12. Programme structure (levels, modules, credits and progression requirements)

### 12. 1 Overall structure of the programme

The MSc Managing Major Projects and Programmes is a work-based professional development programme, focused on experienced practitioners. The programme uses accredited activity delivered by CITI and blends it with Work Based Learning modules.

The MSc has seven modules and can be completed in a minimum period of two years as a part-time programme. It is anticipated that most students will take up to three years to complete the full MSc.

- Three of the modules are validated Work Based Learning modules (110 credits in total).
- Four of the modules (70 credits) are accredited activity delivered by CITI (2 x 20 credit modules and 2 x 15 credit modules).

#### Modules:

Module 1 – Advanced project management	– accredited activity
Module 2 – Advanced Project Management 2	– accredited activity
Module 3 – WBS4822 Academic Project	– validated MU module

*Students' progression to year 2 is dependent on successfully completing the 60 credits for modules 1, 2 and 3.*

Module 4 – The value proposition	– accredited activity
Module 5 – Delivering value	– accredited activity
Module 6 – WBS 4835 Research Methods	– validated MU module

*Students' progression to the dissertation stage is dependent on successfully completing the 120 credits for modules 1 to 6.*

Module 7 – WBS 4861 Dissertation	– validated MU module
----------------------------------	-----------------------

In order to be awarded MSc Managing Major Projects and Programmes students must successfully complete all modules.

#### Exit awards:

Students who choose to leave the programme having successfully completed the first three modules will be awarded PG Cert Managing Major Projects.

Students who choose to leave the programme having successfully completed the first six modules will be awarded PG Dip Managing Major Projects and Programmes.

<b>12.2 Levels and modules</b>		
Level 4		
<b>COMPULSORY<sup>1</sup></b>	<b>OPTIONAL<sup>2</sup></b>	<b>PROGRESSION REQUIREMENTS</b>
Students must take all of the following modules: <ul style="list-style-type: none"> <li>• Advanced project management</li> <li>• Advanced project management 2</li> <li>• WBS4822 Academic Project</li> <li>• The value proposition</li> <li>• Delivering value</li> <li>• WBS 4835 Research Methods</li> <li>• WBS 4861 Dissertation</li> </ul>	There are no optional modules.	All modules need to be successfully completed for the award MSc Managing Major Projects and Programmes

<b>12.3 Non-compensatable modules</b>	
<b>Module level</b>	<b>Module code</b>
	No compensation will be allowed on any of the modules.

<sup>1</sup> Compulsory modules are those that must be taken, that is, the qualification cannot be awarded unless these modules have been successfully completed. Each of these modules makes a unique contribution to the learning objectives of the programme.

<sup>2</sup> Optional modules are those from which a specified minimum number must be taken, that is, the qualification cannot be awarded unless this specified minimum number of optional modules has been successfully completed. Each of the possible combinations of optional modules will make a similarly unique contribution to the achievement of the learning objectives of the programme.

### 13. A curriculum map relating learning outcomes to modules

This section shows the highest level at which programme outcomes are to be achieved by all graduates, and maps programme learning outcomes against the modules in which they are assessed.

#### Programme learning outcomes

Knowledge and understanding		Practical skills	
A1	Evaluate and synthesise appropriate concepts, principles, theories, current research and advanced scholarship in project and programme management.	C1	Demonstrate learning through reflection
A2	Apply appropriate tools and techniques to achieve the outcomes required of them when acting as a project or programme manager	C2	Collect and critically analyse data
A3	Transfer strategies, policies and techniques from other domains successfully into the project and programme context, where they offer insights and solutions to intractable problems	C3	Network with peers to broaden understanding and value of cross-learning
A4	Critically review and evaluate their personal performance in discharging their responsibilities	C4	Use learning resources effectively
		C5	Solve complex problems and make decisions
		C6	Create, identify and evaluate options
		C7	Implement and review decisions
Cognitive skills		Graduate Skills	
B1	Identify and analyse differing perceptions of a situation	D1	Display evidence of successful team work
B2	Accept complexity and uncertainty and act effectively under these conditions	D2	Communicate effectively in both writing and orally and disseminate results
B3	Critically evaluate and integrate facts, opinions and knowledge, including current research	D3	Be a self managed learner
B4	Analyse and synthesise information and ideas resulting in the creation of knowledge significant to others	D4	Manage their time effectively and produce deliverables on schedule
B5	Identify and have critical understanding of ethical issues in work context	D5	
B6	Reflect critically on the practice and development of self	D6	
B7	Understand research methodology and theoretical approaches in work context	D7	

Programme outcomes																											
A1	A2	A3	A4				B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4	C5	C6	C7	D1	D2	D3	D4			
Highest level achieved by all graduates																											
4	4	4	4				4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4			
Module Title	Module Code by Level	Programme outcomes																									
		A1	A2	A3	A4	A5	A6	A7	B1	B2	B3	B4	B5	B6	B7	C1	C2	C3	C4	C5	C6	C7	D1	D2	D3	D4	
Advanced project management	Accredited activity at level4		X		X				X							X	X	X	X	X				X	X	X	
Advanced project management2	Accredited activity at level4		X		X											X		X	X				X	X	X	X	
Work Based Learning project	WBS4822		X		X				X					X		X			X	X	X			X	X	X	
The value proposition	Accredited activity at level4		X	X					X	X	X				X	X	X	X				X	X	X	X		
Delivering value	Accredited activity at level4	X	X	X	X					X				X		X		X	X					X	X	X	
Research Methods	WBS 4835	X		X	X				X		X		X		X	X			X	X	X			X	X	X	
Dissertation	WBS 4861	X	X	X							X	X	X	X	X	X			X	X	X	X		X	X	X	



**14. Information about assessment regulations**

The programme is subject to Middlesex University assessment regulations. Details of module assessment can be found in Module Narratives.

**15. Placement opportunities, requirements and support (if applicable)**

N/A

**16. Future careers (if applicable)**

Enhance career prospects and possibility of progression PhD, DProf or DEng

**17. Particular support for learning (if applicable)**

Support for learning throughout the MSc is provided by the National Centre for Project Management staff and the CITI programme team mainly by email, telephone, web pages and virtual learning environment.

Students are formed into 'buddy pairs'. This is to encourage the process of cross-learning and support. They are encouraged to communicate regularly with other group members and are required to show evidence of sharing of support and information, either via a site visit or a satisfactory alternative. Some of the most valuable learning comes from the interactions participants have with both tutors and course colleagues. The sharing of previous experience is particularly valuable.

Students will have reference access to the specialist project management libraries located within the National Centre for Project Management and at CITI premises.

Optional support workshops will be offered to students for modules 6 and 7.

**18. JACS code (or other relevant coding system)**

N213

**19. Relevant QAA subject benchmark group(s)**

There is no specific QAA benchmark statement for postgraduate studies of Project Management. The most relevant benchmark statement appears under the Master's award in Business and Management (QAA 2004).

This programme conforms to programme type 1, specialist masters degrees subtype B aimed at developing or enhancing professional competence in experienced individuals who wish to build on their experience through the adoption of a critical perspective on practice.

The QAA code of practice and the Framework for Higher Education Qualifications (FHEQ) both regulate any University programme delivery. This programme will operate within both.

## 20. Reference points

- APM - Association of Project Management, APM Body of Knowledge, 5<sup>th</sup> Edition
- PMI - Project Management Institute, PMI Guide to the Project Management Body of Knowledge, 3rd Edition, 2004
- IPMA - International Project Management Association, IPMA Competence Baseline (ICB)
- BSI 6079–1:2002. British Standards Institute Guide to Project Management

## 21. Other information

- <http://www.qaa.ac.uk/academicinfrastructure/benchmark/statements/BusinessManagementMasters.pdf>
- <http://www.mdx.ac.uk/regulations/>
- <http://www.qaa.ac.uk/academicinfrastructure/fheq/default.asp>

Please note programme specifications provide a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve if s/he takes full advantage of the learning opportunities that are provided.