

MS418

Credit value: 20

- **Standard/level: 4**
- **Core/optional: Optional**
- **Semester: 1**
- **Pre-requisites: None**

Lecturers:

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1. Rationale (including Peer/External comment)

Project management and project based organisations are becoming increasingly common in industry, therefore this class assumes that every management student requires some knowledge of the tools and techniques used to manage projects within organisations. The class aims to provide the student with these. It will introduce the student with no project management background to: 1) the concept of the project lifecycle 2) project management as a strategic tool and 3) the methodologies and tools that enable efficient project execution.

2. Class Description

The class will familiarise the student with the basic concepts associated with project management. It is designed around seven main areas:

- Project Management Basics
- Setting Objectives and Defining Project Deliverables
- Work Breakdown, Structures and Milestones
- Project Planning
- Project Finance
- Risk Management
- Project Strategies

These areas will provide the student with a general understanding of project management that will complement their studies in other areas of the course, such as management finance and strategy, where the execution of company strategy may require the use of project management techniques.

3. Class Aims

- To provide the student with an understanding of the organisation as a set of projects
- To introduce the student to the activities of the project manager
- To equip the student with the basic methods used in project management
- To provide the student with an appreciation of the project environment.

4. Learning Outcomes

a. Subject specific knowledge and skills

- The basic process of project management
- The role and activities of the project manager
- A range of methods and tools used in project management
- The organisational contexts in which project management is useful
- Current debates in the field of Project Management
- Ongoing developments in theory in the field of Project Management

b. Cognitive abilities and non-subject specific skills

- Communicate effectively using the vocabulary of project management
- Work effectively in project teams
- Demonstrate presentation and management reporting skills
- Manage their time and work to deadlines
- Apply the practice of project management in a variety of contexts

5. Teaching and Learning Methods

The class will comprise classes that include a mixture of lectures, supervised class work, and assessed student presentations.

In the supervised class work, students will initially practice applying those concepts presented in lectures so that they can gain a basic understanding. In this process, learning of the concepts will be enhanced by the students examining texts on the subjects under study, both in groups and in private study, and presenting to the rest of group the essence, relevance and usefulness of those texts that they are examining.

6. Reading List

- Maylor, H (2003) Project Management, Prentice Hall.
- Schmidt, T (2009) Strategic Project Management, Wiley.

7. Indicative Structure

- **Project Management Basics**
 - Defining performance
 - The project environment
 - The project manager
- **Setting Objectives and Defining Project Deliverables**
 - Defining deliverables
 - Setting objectives
 - Project Lifecycle
- **Work Breakdown Structures and Milestones**
 - Work Breakdown Structure
 - Cost Breakdown Structure
 - Resource Breakdown Structure
- **Project Planning**
 - Defining sequences of activities
 - Using Gant Charts
 - Critical path
- **Project Finance**
 - Budgeting
 - Estimating cost
 - Controlling cost
- **Project Risk Management**
 - What is risk
 - Risk mitigation
 - Contingency funding
- **Project Strategies**
 - Aligning Projects with strategic intent
 - Linking project and operational strategy
 - Project Management as a strategic tool

8. Resources (staff/library/computing/a-v/accommodation)

The University has a fully stocked Library with access to an extensive range of books and journals on Business and Management. The current titles will be restocked in line with the requirements of this class from the departmental book note if required. The current serial provision is adequate. CIT facilities also exist within the library to allow web access to electronic journals.

9. Assessment including Reassessment

The assessment for this Project Management class comprises:

One group assignment comprising 50% of the final mark

One exam comprising 50% of the final mark

10. Matrix of Learning Outcomes/Assessment

subject specific knowledge and skills	teaching/learning method	evidence of outcome
The basic process of Project Management	l, dr, ir, rp	e, cw, gp
The role and activities of the Project manager	l, dr, ir, rp	e, cw, gp
A range of methods and tools used in project management	l, dr, ir, rp	e, cw, gp
The organisational contexts in which project management is useful	l, dr, ir, rp	e, cw, gp
Current debates in the field of project management	l, dr, ir, rp	e, cw, gp
Ongoing developments in theory in the field of Project Management	l, dr, ir, rp	e, cw, gp
Cognitive Abilities and Non-Subject Specific Skills		
Communicate effectively using the vocabulary of project management	cd, cw, gp	cd, cw, gp,
Work effectively in project teams	cd, cw, gp	cd, cw, gp,
Demonstrate presentation and management reporting skills	gp, cd, cw	gp, cd, cw
Manage their time and work to deadlines	gp, cd, cw	gp, cd, cw
Apply the practice of project management in a variety of contexts	gp, cd, cw	gp, cd, cw

l – lecture, c – computer lab session, dr – directed reading, ir – independent reading, rp- research papers, ep – empirical project, gp- group presentation, e – exam, cd – class discussion, cw – course work, f – feedback

8. Indicative Hours

Activity	Hours
Formal teaching sessions	24
Private study, reflection, class prep, etc	100
Independent Group work	36
Personal programme planning	2
Counseling/ mentoring	8
Assessment – preparation and execution	30
Total	200