MSc Project Management
Programme Handbook

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Version 10

Introduction to the Programme

Welcome to the MSc Project Management programme. This handbook provides you with information about the structure of your programme.

The programme is made up of the seven core modules listed in the table below. An outline of the content of each of the modules and the assessment methods used can be found in the Module Definition Form section of iLearn.

MSc Project Management Modules

Module Code	Module Title	Credits	Module Type (Core/Option
PRM7001	Project Management Techniques	20	Core
PRM7002	Management of Projects	20	Core
PRM7003	Project Analytics	20	Core
PRM7005	Sustainability in theory and Practice	20	Core
DAT7001	Data Handling and Decision Making	20	Core
BUS7007	Quality Management	20	Core
RES7001	Research Project	60	Core

Please note that the order in which modules are delivered is subject to change, please refer to your course timetable.

Student Loans Company Funded Students
If you have been granted a postgraduate loan from the Student Loans Company, you must progress at an appropriate pace to complete within two years. Arden University is required to make annual reports to the Student Loans Company regarding your progress. If you fall behind, or if you decide you would prefer to study at a slower pace, you may transfer to the Flexible Distance Learning route (see below). However, if you transfer to the more flexible route, you will not be eligible for any continued loan payments from the Student Loans Company.

Flexible Distance Learning Students
If you have chosen the flexible distance learning route and have not received a postgraduate loan from the Student Loans Company, you have the flexibility to plan your own pace of study. Postgraduate degrees usually take around two to three years to complete depending on how many modules you study each year. In order to achieve this, it is recommended that you aim to complete at least 60 credits each year, equivalent to three 20-credit modules. You will have a maximum of five years to complete the programme (from the date you first started).

Full Time Distance Learning Students
If you are a full-time distance learning student, you will study at a prescribed pace to ensure that you complete on time. You will study two modules per quarter and will be working on your dissertation at the same time, with the final quarter to complete the dissertation, allowing you to complete the whole degree in 12 months.

Arden University Assessment Regulations

Students will be assessed in accordance with the standard Arden University assessment regulations which can be found on the Arden University website http://arden.ac.uk/

What is APM?

APM is *The Association for Project Management*, and is a body committed to developing and promoting project management. In 2017, APM was awarded a Royal Charter as part of it approach to raise awareness and standards within the project management profession. APM's aim is to inspire communities to "deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management". Arden University's MSc Project Management programme is accredited by the APM, meaning students will leave with a certificate that recognises their knowledge in both academic and recognised professional fields.

What does the student need to do?

Membership for the APM is free, but students must initiate the membership themselves. This can be done by applying through the APM website: https://www.apm.org.uk/membership/

Membership begins immediately after applying. As a member of the APM, students will gain access to resources and journals which may help them during their studies; as well as networking events, and preferential rates on other APM qualifications.

Programme Specification

1. Target Award	MSc Project Management
2. Programme Title	MSc Project Management
3. Exit Awards	PG Diploma in Project Management PG Certificate in Project Management
4. Programme Leader(s)	Mohammed Rehman
5. Delivery Model	Online P/T and F/T (Full-time approved by Academic Board, 17th June 2020) Blended Learning
6. Start date	July 2016
7. Programme Accredited by *(PSRB or other, if applicable)*	Association for Project Management (APM)
8. UCAS Code *(If applicable)*	N/A
9. Relevant QAA subject benchmark statement	QAA Masters Degrees in Business and Management (2015) APM Body of Knowledge

10. Programme Aims

The aim of the Arden University MSc Project Management programme is to provide a distinctive, inter-disciplinary and integrative educational programme for individuals seeking to develop and consolidate their knowledge and understanding of Project Management and current trends within Big Data manipulation. The programme is designed to expose programme participants to current thinking and practice across a range of issues relevant to project management and also considers ethical stances within the discipline. A higher level of criticality is expected across the Masters programmes and this will allow students to consider more deeply the Project Management function.

Online teaching materials are derived from established academic research in order to develop critical powers of analysis, reflection and the further development of interpersonal skills in preparation for key positions in industry, commerce and the public sector.

Programme participants will build on their existing understanding of project management and organisations within a framework that enables them to relate their experience to contemporary ideas and practice within a global context. This is achieved through critical thinking, creativity and personal development.

In particular, the purpose of the programme is to provide participants with:
- A critical and detailed understanding of the role of project management within organisations
- A critical understanding of the management of project management within a global context;
- A detailed overview of specialist areas of within the field of project management and data metrics and analysis
- The opportunity to complete a detailed piece of research relating to a project management issue.
- A critical understanding of issues pertaining to sustainability and business ethics.
- An ability to critically analyse and apply knowledge of project management theory and models to complex issues, both systematically and creatively, to improve business and management practice;
- A stimulating online academic environment, which is based upon the values of academic openness and critical appraisal.
- To be able to use data analytics to drive project management decisions and processes.

11. Intended programme learning outcomes and the means by which they are achieved and demonstrated		
11a. Knowledge and understanding	**The means by which these outcomes are achieved**	**The means by which these outcomes are demonstrated**
A1 - Apply and synthesise knowledge and understanding relevant to project management A2 - Advise an organisation on appropriate strategies to assist their management of the project management function and the analysis of data to support this function. A3 - Critically analyse the context in which an organisation operates, and understand the impact that this may have on project management activities A4 - Demonstrate a critical understanding of current thinking and research in a range of project management fields A5 – Demonstrate a critical understanding of current thinking associated with sustainability and business ethics.	Learning and Teaching methods and strategy: Acquisition of knowledge and understanding (A1 – A4) at all levels is through an integrated learning and teaching pedagogy that includes both asynchronous and synchronous activity. That is: Asynchronous Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accesses through our VLE Guided group / project based work Discussion forums where students discuss and critically engage with themes emerging from the materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves Podcasts and narrated PowerPoint's Synchronous Online seminars facilitated by VOIP's where theory and practice are integrated. Live chats Based upon the profile of our typical student body, our strategy enables students to engage with a variety of learning tools that best meet their learning styles, overall objectives and personal circumstances. Independent study is the cornerstone of the learner experience supported by engagement with the specialist tutor and peer engagement.	Knowledge and understanding are assessed through in-module assessments of portfolio submissions, presentations, time-constrained examinations, and report based assignments. Formative assessments are the precursor to the summative assessments. Appropriate and diverse formative assessments are provided for students and are communicated to them via a clear overview to be found in the assessment brief for each module.

	There is a requirement for written work at all levels including reports, essays, practical tasks, developed targeted plans etc., and our formative assessment policy informs how feedback is supplied by tutors at the draft assessment phase. Critical analysis is encouraged at all levels culminating in a 15000-word Dissertation.	
11b. Intellectual (thinking) skills	**The means by which these outcomes are achieved**	**The means by which these outcomes are demonstrated**
B1 - To apply and where appropriate synthesise project management models and theories to meet the needs of a range of situations of different complexity. B2 - Undertake research on a topic relevant to project management and report the research with appropriate recommendations. B3 – To apply various metrics in order to best evaluate the project management B4 - Critical analysis of secondary and primary data.	Intellectual skills (B1 – B4) are developed throughout the programme by the methods and strategies outlined in section A, above. Intellectual development (B3 & B4) is further encouraged via formative assessment tasks including set briefs, in-module activities, case studies, self-initiated briefs, and discussion with tutors and peers (in online forums/debates). Specific modules support the development of quantitative and qualitative analysis, and the development of criticality and self-reflective skills. In addition, the student's thinking skills will be evident in a summative assessment process which requires and rewards learners for the demonstration of creative thinking and problem solving, analysis, judgement and self-reflection in the development of contextually relevant solutions, and a willingness to explore and engage with a range of media. Throughout, the learner is encouraged to develop intellectual skills further by undertaking further independent study and research.	Intellectual skills are assessed through a combination of in-course formative exercises and summative assignments, including the submission of portfolios, self-reflective evidence, statistical analyses, qualitative judgements, and research reports/dissertation.

11c. Practical skills	The means by which these outcomes are achieved	The means by which these outcomes are demonstrated
C1- Develop personal skills to increase effectiveness in project management strategies and data analysis techniques C2 - Identify practical solutions to theoretical and practical project management related problems, thereby demonstrating praxis. C3 - Select effective information collection methods and select appropriate analytical tools. C4 - Select and utilise analytical and project management tools in the support of informed / effective decision-making. C5 - Plan effectively for successful project management	Practical and professional skills are employed in the production of solutions to real life situations developed through set briefs, exercises and practical activities. The important modern-day skills of managing projects, working within differing organisational and national cultures are provided by specific modules, as are specific inputs with an emphasis upon practical functional decision-making skills related to market planning and strategy, market intelligence and communications; managing others; and managing knowledge. Practical skills are further developed and integrated through a series of in-course online activities and projects intended to test skills acquired. Group forums provide opportunities to discuss ideas, progress, the work of others and the strengths and weakness in the work presented and particularly support the development of C4. Activities are provided so that students can work independently to consolidate their knowledge and grasp of practical skills. The in-course activities and assessment process in the final year particularly emphasise the acquisition of C5 with specific modules devised to highlight the practical differences in management skills required in differing contexts.	To support the development of practical skills students must supply worked materials and evidence in support of their assignments. Critical reasoning, good presentation and sound evidence trails in all assignments are rewarded. Assessment briefs include a variety of commercial and geographical contextual setting. Students receive feedback on all activities and assignments which includes practical examples for improvement in the application of theory to practice to help them improve both aspects of their skill base.
11c. Transferrable skills	**The means by which these outcomes are achieved**	**The means by which these outcomes are demonstrated**

D1 - Critically reflect to support enhanced learning, self-awareness and interaction with others D2 - Identify and critically analyse issues in order to generate contextually relevant and workable solutions. D3 - Undertake effective communication and presentation skills consummate with a management position D4 - Effectively use CIT to communicate and evaluate in a variety of settings D5 - Work effectively as a member of a team, including leadership and team working skills, and cross-cultural awareness D6 - Work independently and to take responsibility for own learning D7 - Undertake multidisciplinary research through the acquisition of skills relevant to the context of project management D8 - Effectively plan and undertake personal development including the awareness of an ethical and socially responsibly dimension to decision making	Personal responsibility) becomes an increasingly important skill as students Progress, culminating in the writing of the Dissertation. As the programme progresses work becomes more complex and students are tested on their abilities to respond positively to feedback from a variety of audiences, as well as to manage increasingly large workloads. Students are required to complete a number of assignments and a Dissertation that rewards independence originality, and critical enquiry, and which further enhance communication and self-reflective skills.	To develop transferable skills all assignments must meet time deadlines and word count guidelines. All assessed work must be submitted independently even where group activity has been an element of the process. Students must take responsibility for their own work. All assignments require students to adopt a spirit of critical enquiry and self-reflection which is rewarded in marking guides. These guides are shared with students

12. Graduate Attributes and the means by which they are achieved and demonstrated
Graduate Attributes
The concept of the Arden University Graduate, based upon the definition of 'graduate attribute' by Bowden et al (2000) has been developed around 6 attributes E01 –Discipline Expertise E02 – Effective Communication E03 – Responsible Global Citizenship E04 - Professional Skills E05 - Reflective Practitioner E06 - Lifelong Learning
The means by which these outcomes are achieved and demonstrated
All six attributes are relevant to this programme but will be developed throughout the Masters programme where they are integrated into all modules and assessed via unit study tasks (individual and group work) and through summative assessment tasks.

13. Learning and teaching methods and strategies
Distance Learning Acquisition of A1-A4 is via engagement with the online module learning material and the online tutoring and programme participant support mechanisms, both of which are delivered via Arden University's ilearn platform (a moodle-based system). The learning material comprises purpose-written self-contained lessons with frequent activities and feedback to generate learning and reinforce the knowledge acquisition through frequent application of learning to specific examples. Embedded within the text are links to further reading and appropriate websites. Feedback within the learning material is provided to allow programme participants to check their understanding with that of the tutor. Additionally, group learning activities direct programme participants to the tutor-facilitated discussion forums where they engage in discussion with their peers and receive formative feedback from the module tutor. Each of the 20 credit modules provide programme participants with an understanding of key theoretical and practical management issues, debates and academic informed literatures. Teaching/learning methods adopted are transferrable across modules and are similar across modules and include online class discussions, exercises/case studies and group discussions. For each subject being taught a programme of structured online learning activities using both formative and summative assessment is applied. The emphasis is on action learning through the mediation of the module leader for each module. **PT/FT Campus Based Model** Learning and teaching methods and strategies are delivered through a blended and integrated learning and teaching pedagogy that includes both asynchronous and synchronous activity. That is: **Asynchronous** Independent and directed student study, supported throughout by comprehensive online multi-media teaching materials and resources accesses through our Virtual Learning Environment Guided group / project based work Research tasks

Discussion forums where students discuss and critically engage with themes emerging from the online materials they engage with, following the posing of questions or propositions, case studies or similar by either tutor or students themselves

Podcasts and narrated PowerPoints

Synchronous
Online seminars facilitated by VOIP's where theory and practice are integrated

Live chats

Based upon the profile of our typical student body, our strategy enables students to engage with a variety of learning tools that best meet their learning styles, overall objectives and personal circumstances. Independent study is the cornerstone of the learner experience, supported by subject specialist engagement with the tutor and peer engagement.

There is a requirement for written work at all levels including reports, essays, developed plans, portfolios of work etc. and our assessment policy informs how feedback is supplied by tutors at the formative and summative assessment stage. Critical analysis is encouraged at all levels culminating in a Dissertation.

Intellectual skills are acquired through engagement with the online module learning material and the online tutoring. At all stages of their course, in all modules, programme participants are encouraged to take a critical and evaluative approach to the subject.

Acquisition of transferrable skills takes place throughout the modules.

Programme participants are gradually required to take responsibility for their own learning throughout the programme. The tutorial support mechanisms are intensive during the first study period of the programme and programme participant engagement, achievement with progression monitored regularly and followed up on an individual basis thereafter.

14. Assessment methods and strategies

The assessment process involves both formative and summative elements and is continuing in nature.
- It attempts to integrate theory and practice allowing the programme participant to: delve deeper into practice;
- acquire new knowledge and develop new skills;
- adapt and apply new skills to new contexts;
- build skills associated with critical analysis;
- develop existing skills and knowledge to a greater depth and breadth;
- extend transferable skills.

Strategies have been selected to maximise programme participant learning & give opportunities for programme participants to demonstrate acquisition of specialist knowledge and skills.

The assessment designed for each module reflects the intentions of that module and will measure the identified learning outcomes. A variety of assessment strategies will be used to reflect and test the achievement of the learning outcomes. These are detailed within each module.

The dissertation is a significant independent piece of research, based on primary research. This is a 15,000-word research study using 'a traditional' approach to developing a piece of significant independent study fitting of this level and type of qualification.

There will be a focus on encouraging students to apply their knowledge to practical situations. A significant part of this comes from the Research Methods and Dissertation modules. Here students will be required to identify a topic of interest to them, which relates to project management. Students will explore this, and will apply their research to the topic and put forward recommendations which are of practical benefit to the organisation.

The approach to coursework assignments will be to encourage students to apply their knowledge to organisations or case study data sets. This could be achieved through the use of case studies but will also involve employees applying information and approaches to their own organisations, or an organisation with which they are familiar.

The assessment designed for each module reflects the intentions of that module and will measure the identified learning outcomes. A variety of assessment strategies will be used to reflect and test the achievement of the learning outcomes. These are detailed within each module.

Assessment strategies are seen to be dynamic and are reviewed regularly in order to maintain rigour and reflect changes in professional focus and practice.

15. Employability

Entrants to this programme are highly likely to be in work (be it Full or part Time). The programme is designed to offer the degree of flexibility required to ensure that even those employed in full time positions have the maximum opportunity to fulfil their programme of study. The programme aims to develop skills and knowledge such that graduates can confidently enter the project management environment or can improve their existing career prospects within it. The degree develops a range of transferrable skills and provides opportunities for these to be evidenced. In particular the final dissertation provides the ability to demonstrate high level skills.

The distributed nature of Arden University students makes conventional careers support difficult but the use of the Integro provider allows us to offer a range of supports in career development and there are opportunities for students to purchase more specialist support if required.

With this programme being aligned to APM and therefore there will be an added value to graduates in terms of potential employer recognition.

16. Entry Requirements

Normally:
- A degree equivalent to UK second class honours standard;
- English ability equivalent to IELTS 6.5 (no less than 6.0 in any element), where the medium of undergraduate study was not English;

Applicants with existing postgraduate business awards may be eligible for entry with advanced standing and will be considered through the APL process. Arden University is keen to ensure that the programme is available to all those who can benefit from it. Applicants who have substantial managerial experience and are able to demonstrate an ability to successfully complete the

programme may be admitted where they do not possess degree equivalent qualifications. It is not intended to offer exemptions based on experiential learning.

17. Programme Structure

Level 7

Module Code	Module Title	Credits	Module Type (Core/Option)	Assessment Method
PRM7001	Project Management Techniques	20	Core	Report
PRM7002	Management of Projects	20	Core	Report
PRM7003	Project Analytics	20	Core	Presentation and Report
PRM7005	Sustainability in Theory and Practice	20	Core	Group Presentation and Written Report
DAT7001	Data Handling and Decision Making	20	Core	Case Study based Report
BUS7007	Quality Management	20	Core	2 x Assignments
RES7001	Research Project	60	Core	Research Proposal and Dissertation or Journal Formatted Article & Viva

18.	Subject:	*Select from:*
		N213

Annex – Mapping of Intended Programme Learning Outcomes and Modules

	Modules	A1	A2	A3	A4	A5	B1	B2	B3	B4	C1	C2	C3	C4	C5	D1	D2	D3	D4	D5	D6	D7	D8
Level 7	Project Management Techniques	Y	Y		Y		Y				Y	Y	Y	Y	Y			Y			Y	Y	
	Management of Projects	Y	Y	Y	Y	Y					Y	Y		Y	Y		Y	Y	Y		Y	Y	
	Data Analytics							Y	Y	Y			Y						Y	Y	Y		Y
	Data Handling and Decision Making	Y					Y	Y	Y	Y	Y	Y	Y	Y			Y		Y				
	Sustainability in theory and Practice	Y	Y	Y	Y	Y	Y	Y			Y	Y				Y	Y	Y	Y			Y	
	Quality Management		Y	Y	Y	Y		Y				Y					Y	Y					
	Research Project	Y	Y	Y	Y	Y		Y	Y	Y	Y	Y				Y					Y	Y	Y