Programme Handbook

MSc Project Management

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Version 7

Welcome from the Provost

Hello, I am Professor Dilshad Sheikh, Provost at Arden University. With over 24 years teaching experience, I would like to welcome you to this exciting programme. I oversee a highly experienced management and teaching team with lots of vocational business experience. I am sure that they look forward to both teaching you on the course and to sharing their experiences from the business world. I wish you every success on the course and look forward to witnessing your progress and development as an Arden University student.

Welcome from the Dean of the Faculty of Business and Innovation

Hello, I'm Dr Serkan Ceylan, Dean of the Faculty of Business & Innovation at Arden University. My journey with Arden began as the Head of the School of Supply Chain, Logistics, and Project Management before I became the university's first Associate Dean. Today, I am proud to lead a faculty dedicated to shaping future business leaders.

Before joining Arden, I worked in both academia and the private sector, including roles in investments and at several universities across the UK, such as a University College, a Post-1992 University, and a Russell Group University. My academic achievements include securing around £1.5 million in research and enterprise funding and publishing my book AgileFrame®: Understanding Multifaceted Project Approaches for Successful Project Management.

My expertise lies in project management, and I have delivered training for PRINCE2 and AgilePM qualifications. I've also served as a Programme Director for the MSc Project Management and collaborated on high-profile research projects. Beyond Arden, I hold visiting professorships and lectureships in Germany, Spain, Finland, and France and have acted as an external examiner for institutions such as Lancaster University.

Born in Hamburg, Germany, I lived in the UK for 16 years before joining Arden University. With a passion for empowering students, I strive to help them become socially responsible leaders and impactful decision-makers in today's fast-changing business world.

A warm welcome to the Faculty of Business & Innovation – I look forward to supporting you on your academic and professional journey!

Welcome from the Head of the School of Management and Executive Education
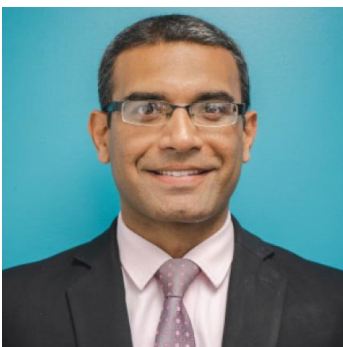
I am Dr Hassaan Khan, the Head of the School of Management and Executive Education at Arden University. I studied Accounting and Finance at the University of Kent, followed by an MSc and PhD in Finance from Durham University.

Before joining Arden, I served as the Associate Dean at the Global Banking School, where I oversaw the Finance and Business Management degree courses. I was also the Director of Programmes at BPP University, responsible for managing degree programmes in Finance and Applied Management, as well as professional accountancy courses and degree apprenticeships. My previous roles include Director of the Centre for Financial Research at Anglia Ruskin University, Entrepreneur Scholar at Judge Business School, and Teaching Assistant at Durham University. I have considerable experience in knowledge transfer partnerships, most notably with Allia Limited, Cambridge, where I worked as a Social Investment expert in collaboration with the Icubyte Cambridge Business Incubator.

In addition to my role at Arden University, I continue to work as a Consultant Financial Economist at the Bank of England. I am also a Fellow of the Higher Education Academy and a member of various professional organisations, including the Fintech Professionals Association, the Royal Economic Society, ICAEW, the Chartered Management Institute, and the British Accounting and Finance Association.

Welcome from the Head of Department for Supply Chain and Project Management

Hello, I am Dr Malgorzata Radomska, the Head of Department for Supply Chain and Project Management at Arden University. I am passionate about connecting academic learning with industry needs and empowering learners to lead and innovate in complex business environments.

I hold a PhD in Public Policy and Governance from Sciences Po Paris, an MBA from the University of Winchester, an MA in Transnational Studies from the University of Southampton, and an undergraduate degree from the London School of Economics and Political Science. I am also a Chartered Manager (CMgr) with the Chartered Management Institute (CMI), a qualified PRINCE2 project manager, and a certified practitioner in both Lean and Lean Six Sigma (Green Belt). My expertise lies in applying these methodologies to drive process improvement, operational efficiency, and quality enhancement across a range of business contexts. In addition, I am a Senior Fellow of Advance HE, which reflects my leadership in academic practice, commitment to inclusive and impactful education, and dedication to student success.

With over 15 years of experience across higher education and professional practice, I have developed and led programmes in Business Management, Project Management, International Business, MBA and DBA, including Degree Apprenticeship programmes. I have led and supported research and knowledge exchange projects exceeding £10 million in value and have built strong partnerships with SMEs, public sector bodies, and community organisations to deliver real-world impact and employability-focused education.

Prior to joining Arden, I was Head of Department for Responsible Management and Leadership at the University of Winchester, where I led initiatives in teaching excellence, stakeholder engagement, and cross-disciplinary collaboration.

Introduction to the Programme

Welcome to the MSc Project Management!

We are excited that you have chosen to study with us. We truly hope that you find the course intellectually stimulating, informative and enjoyable. You are a valuable member of our learning community, and we are looking forward to hearing your thoughts and ideas across each of our modules.

The MSc is a full postgraduate award involving study at level 7. An outline of the content and assessment methods for each of the modules can be found in the programme specification form below. Each 20-credit module is equivalent to approximately 200 hours of self-guided learning.

You will be supported through each module by a lecturer who will introduce you to the relevant concepts, theories and models. A tutor, often the same lecturer, will help you bring those theories to life through interactive live lessons, online asynchronous discussions, and activities. We aim to not only discuss the academic but also real-life practical experiences of the topics being taught.

The MSc PM programme will teach you the core areas of project management. It will help to build your confidence, knowledge and skills to further your career, or to become, a project management professional. You will also make a selection from a choice of elective modules to introduce you to a relevant role which works very closely with project management.

We look forward to working with you on your learning journey and supporting you to achieve your academic and professional goals.

Accreditation

Professional bodies and associations are organisations you will engage with throughout your career. Becoming familiar with them during your studies is a great way to keep up to date with developments in your field and build your professional network.

The Chartered Association for Project Management (APM)

The APM is the only chartered body for the project profession, with over 35,000 individual members and more than 450 organisations participating in their Corporate Partnership Programme.

The APM is an educational charity, committed to developing and promoting the value of project management in order to deliver improved project outcomes for the benefit of society.

Arden University holds accreditation for the MSc Project Management from the APM. The programme is fully aligned to the latest APM Body of Knowledge and utilises other APM learning content. Upon graduation you will receive a degree award that recognises your knowledge in both academic and professional circles. APM Student membership is open to any Arden University student for free. At this developmental stage of your career, student membership will support your learning and expand your knowledge.

The Chartered Management Institute (CMI)

This course is accredited by the Chartered Management Institute (CMI). The Institute aims to boost career development across the management sector and connect you with like-minded professionals across diverse sectors.

As the CMI possesses a Royal Charter, they are the only organisation in the UK that can award Chartered Manager status to their members – the gold standard in management. They are also active in business policy making across the globe and ensure that their more than 140,000 members are represented in policy decision making.

As an Arden student, you'll have free CMI Membership throughout your studies, giving you access to a range of additional resources including a mentoring service and invitations to networking events both online and offline.

Upon completion of your course, you will be eligible to gain a CMI qualification, which is offered at 3 different levels: an Award, Certificate or a Diploma. The final award you receive upon completion of your degree will depend on your level and length of study, whether you entered your course with Recognition for Prior Learning (RPL) or if you accept any compensation on your modules.

Business Graduates Association (BGA)

Arden university's Faculty of Business, in which the school sits, is an esteemed member institution of the BGA. The BGA is an international quality assurance body of world leading education providers who share a commitment for responsible management practice and lifelong learning. During and after your studies you have individual BGA membership, allowing access to their professional development tools and their international network of likeminded business graduates.

Introduction to the Department

The Department of Supply Chain and Project Management sits within the Faculty of Business and Innovation. The department currently offers both BSc and MSc programmes in Project Management and Supply Chain. The department puts at the forefront giving a learning experience enabled by digital and blended teaching practices, based on sound pedagogic principles to deliver learning which will meet the need of 21st century students.

The MSc Project Management launched in 2015 and underwent a major update in 2020, over 300 graduates have completed the programme. We believe giving students an opportunity to study a specific project management degree at postgraduate level is vital to improving the profession and meeting the ever growing needs of industry.

Supporting the Programme:
Dr Emmanuel Unuafe

Emmanuel teaches in a range of business and management related subjects, for undergraduates and postgraduates. His main specialty is Project Management however he also has much experience teaching other modules including; Business Research Methods and International Logistics and Supply Chain Management. Emmanuel has previously led university corporate programmes with Wood Plc, Gartec Ltd, and Collins Aerospace.

He has a particular interest in improving public sector project delivery, value and stakeholder engagement, project selection in Sub-Saharan Africa and implementation of best practices in developing and transitional countries. His PhD examined project selection practices and factors influencing the process for construction within the Nigerian public sector, conducting primary research with many government officials and departments.

The module tutors and programme lead are your first point of contact on academic matters. They will help you through your academic journey, providing students with individual and group academic support and guidance and acting as a gateway to wider university support staff.

MSc Project Management Overview

The programme is made up of the 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 on the Department Page of iLearn.

Module Title	Credits	Module Type (Core/Option)
Management of Traditional Projects	20	Core
Project Analytics	20	Core
Agile Methodologies in the Digital Business Environment	20	Core
Project Management Tools and Techniques	20	Core
Managing Cloud Based Business Solutions	20	Option
Introduction to the Digital Supply Chain	20	Option
Managing Customer and User Experience	20	Option
Analysing Big Data	20	Option
Developing People, Leadership and Capabilities	20	Core
Digital Business Transformation Project	60	Core

Please note that modules may not be delivered in this order; please refer to your course timetable.

What does the student need to do?

Once you have enrolled onto the programme and completed the induction, you will be able to release your first module, Management of Traditional Projects, giving you access to the relevant learning materials, planned sessions and activities.

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/

The role of External Examiners

External examining acts as an essential part of the Arden University quality assurance and enhancement process, serving to ensure that academic standards are maintained. The knowledgeable and independent views of external examiners are invaluable in confirming that the University's awards are appropriate and comparable to other UK Higher Education Institutions as well as highlighting good practice and potential areas of enhancement.

External examiners approve the form and content of draft module descriptions and the assessments that count towards the degree award, in order to ensure that all students will be assessed fairly in relation to the objectives, syllabus and regulations for the programme and will reach the required standard.

The external examiners also review a sample of student assessments to ensure internal marking and classifications are of an appropriate standard and are consistent. External examiners use their experience and expertise to compare the performance of students with that of students on other comparable programmes elsewhere.

Programme evaluation

TheDepartment of Supply Chain and Project Management champions student feedback to evaluate its programme and individual modules.

Programme evaluation links to more than the sum of its modules, in many ways the programme evaluation is about your overall student journey, incorporating additional support offered to you, your overall learning flexibility, your library experience, IT accessibility and so on.

Module evaluation is fundamental to improving your learning and teaching journey. It is a key component that links to overall programme enhancement and can serve several key purposes:

- allow continuous, iterative improvement of the module's content and teaching methods
- provides feedback to teachers on the quality of teaching and learning journey
- helps teachers refine approaches to increase student satisfaction
- provides evidence of good practice to managers.

We therefore ask for feedback not only at the end of modules but also halfway through. We are determined to make sure your feedback directly improves your experience, rather than being too late and only helping future students.

Module evaluation surveys provide a formal feedback loop between students and the school, reaffirming the importance of your opinion as a student. We take your feedback seriously and your evaluation is discussed between the module leader and the Head of School. It also filters down to course committees and other quality assurances within Arden.

The following Programme Specification document details the overall objectives of your programme.

PROGRAMME SPECIFICATION – MSc Project Management

1.	Programme Code					
2.	Programme Title	MSc Project Management				
3.	Target Award Title	1.MSc, 2. Post Graduate Diploma, 3. Postgraduate Certificate, 4. Module Certificate (see below)				
4.	Exit Award Title(s)	Postgraduate Diploma, Postgraduate Certificate, Module Certificate				
5.	Subject area	Business				
6.	Faculty	Business and Innovation				
7.	School	Management and Executive Education				
8.	Programme Team Leader(s)	Dr Emmanuel Unuafe				
9.	Programme Type	Specialist				
10.	Delivery Model	DL F/T	X	BL F/T	X	Apprenticeship	
		DL P/T	X	BL P/T	X	Other	X
	Where delivery model is identified as 'Other' please provide details	Students can study individual modules for a university certificate.				
11.	Location of delivery	BL (All centres) and DL				
12.	Proposed Start date	January 2021				
13.	Reference points	QAA benchmarks for Masters' Degrees (N100) in Business and Management (2015), the Masters' Degrees General Characteristics: type 1 (Sept 2015); FHEQ L7. Quality Code 2019 (QAA)				
14.	Professional, Statutory & Regulatory Bodies (PSRB)	Outline approval for professional accreditation has been secured from: Association for Project Management (APM) Project Management Institute (PMI) All approvals are subject to final validation by the above PSRBs.				

15. Programme aims

- A critical and detailed analysis of the theory and practice relating to the role of project management within organisations
- A critical evaluation of the management theory related to 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.

16. Programme Entry Requirements

Standard entry: A first degree or equivalent at 2:2 level in any recognised discipline.

Candidates who lack formal qualifications but possess significant relevant experience will also be considered.

Programme entry is also subject to Arden University's standard policies on APEL and ACL.

17. 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:

01 Discipline Expertise
02 Effective Communication
03 Responsible Global Citizenship
04 Professional Skills
05 Reflective Practitioner
06 Lifelong Learning

The Means by which Graduate Attributes are Achieved and Demonstrated

1 – Professional Skills: achieved and demonstrated through:
- Development of proficiencies with proprietary software
- Reflecting upon own practice and work product outputs via exercises
- Critiquing own outputs and assessments
- Evaluating digital business solutions including software applications

2 – Reflective Practitioner: achieved and demonstrated through:
- Reflecting upon exercises and tasks
- Reflecting upon software applications and appraisals

3 – Responsible Global Citizen: achieved and demonstrated through:
- Identifying digital project management regulatory and ethical issues
- Reflecting upon "best practice" approaches regarding digital business decision-making and strategies
- Exploring international case studies

4 – Lifelong Learning: achieved and demonstrated through:
- Developing a foundational knowledge of proprietary software, digital technologies and analytical techniques
- Developing self- awareness and marketing skills

5 – Effective Communication: achieved and demonstrated through:
- Participation in team-based exercises and tasks
- Online collaborative exercises and presentations
- Development of digital project proposals and plans

6 – Discipline Expertise: achieved through and demonstrated through:
- Awareness of software, analytical and technological solutions relevant to digital business
- Gathering, sharing and consolidating relevant theory via self-study, peer to peer exchanges and discussions, and practical applications
- Adopting a research informed approach to learning, assessments and individual and collaborative exercises.

18. Learning, teaching and assessment methods and strategies

The programme uses an eclectic mix of teaching methods and assessment strategies.
Teaching strategies and assessments methods are based around blended and online interventions involving an innovative range of asynchronous and synchronous activities.

Learning and Teaching
In line with Arden University's "digital first" teaching focus, interventions are enriched and enhanced by the deployment of a range of digital assets including: groupware, discussion fora, social media channels, collaborative tools, webinars and e-presentation software. Teaching is designed to engage

and inspire students via a range of innovative activities and retains a "real world" focus via the use of contemporary case studies, industry data sets and engagement with relevant proprietary software related to transformations such as data analytics and cloud technology. Teaching is student led; learners are expected to take ownership of their own learning journeys, reflect upon the teaching interventions and case materials and act on tutor feedback as they develop an understanding of project management in the digital business environment.

The programme also involves engagement with relevant business software; students are expected to evaluate the contribution of such applications, develop skills in software applications and reflect upon their contribution to business transformations.

Students are required to engage in group working and projects as they navigate module materials, exchange peer to peer feedback and reflect upon study materials, case studies, data sets and formative feedback to broaden their understanding of digital business transformation.

Assessment
The assessment strategy centres on a strong alignment with real world business transformation projects and embraces a range of assessment types including: reflective analyses, portfolio development, work products, narrated presentations, case study reports, risk assessments and proposals for agile implementation. Students are expected to apply knowledge and theory explored in the modules and produce assessments that simultaneously focus on real business situations and demonstrate the high levels of critical and diagnostic thinking required to meet the standards of a Level 7 business qualification.

The programme culminates in the submission of the independent study assessment (Business Transformation Project) that builds upon content examined in the other modules and requires students to develop a digital transformation project plan.

Level	Scheduled	Independent	Assessment
7	30%	40%	30%

18. Intended programme learning outcomes and the means by which they are achieved and demonstrated		
18a. Knowledge and understanding	**The means by which these outcomes are achieved**	**The means by which these outcomes are assessed**
A1 Apply and synthesise knowledge and understanding relevant to project management in traditional and digital environments. 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 digital 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 associated with sustainability and business ethics.	Acquisition of knowledge and understanding at all levels is through an integrated learning and teaching pedagogy that includes both asynchronous and synchronous activity. Learning is supported throughout the programme by comprehensive classroom based and online multi-media teaching materials and resources. (A1, A2, A3, A4) Discussion in class and online 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. (A1, A4) Podcasts and narrated PowerPoints. (A1, A2, A3, A4) Synchronous Online seminars facilitated where theory and practice are integrated. (A1, A2, A3, A4) Live classroom "chats". (A1, A2, A3, A4) Our strategy enables students to engage with a variety of learning tools and digital software that best meet their learning styles, overall objectives and personal circumstances. (A2, A3) Independent study remains an important part of the learning process and is supported by engagement with the classroom based and online environments. (A2, A3)	Knowledge and understanding are assessed through in-module assessments of portfolio submissions, presentations, and case study report-based assignments. (A1, A2, A3, A4) 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. (A1, A2, A3, A4)
18b. Intellectual (thinking) skills	**The means by which these outcomes are achieved**	**The means by which these outcomes are assessed**

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 and digital solutions, in order to best evaluate the project management.	Intellectual skills are developed throughout the programme by the methods and strategies outlined in section A, above. Intellectual development 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 class and online forums/debates). (B1, B2, B3) 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 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. (B1, B2, B3) Throughout, the learner is encouraged to develop intellectual skills further by undertaking further independent study and research. (B2)	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. (B1, B2, B3)
18c. Practical skills	**The means by which these outcomes are achieved**	**The means by which these outcomes are assessed**
C1 Develop leadership and team working skills relevant to the project management environment. C2 Identify practical solutions to theoretical and practical project management related problems, thereby demonstrating praxis. C3 Select and utilise analytical, digital and project management tools in the support of informed / effective decision-making. C4 Undertake effective communication and presentation skills using digital tools and techniques consummate with a management position.	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, stakeholder inputs and communications; managing others; and managing knowledge. (C1, C2, C3, C4) Practical skills are further developed and integrated through a series of in-class and online activities and projects intended to test skills acquired. Group forums provide opportunities to discuss ideas, informal peer assessment, progress, the work of others and the strengths and weakness in the work presented. (C1, C4)	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. (C1, C2, C3, C4) Assessment briefs include a variety of commercial and geographical contextual settings. Students receive feedback on all activities and assignments which includes practical examples for improvement in the application of theory to practice helping them improve

		both aspects of their skill base. (C2, C3, 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 processes emphasise the practical differences in management skills required in differing contexts. (C2) 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 several assignments and a Digital Business Transformation Project that rewards independence originality, and critical enquiry, and which further enhance communication and self-reflective skills. (C1, C2, C3, C4)	
18d. Graduate Attributes	**The means by which these outcomes are achieved and demonstrated**	**The means by which these outcomes are assessed**
D1 Discipline Expertise: Knowledge and understanding of chosen field. Possess a range of skills to operate within this sector, have a keen awareness of current developments in working practice being well positioned to respond to change.	This graduate attribute relates to the Developing People, Leadership and Capabilities and Digital Business Transformation Project modules. It includes developing expertise through using a range of digital technologies within project management. It also includes applying appropriate methodologies within agile projects and reviewing the use of agile technologies and techniques, including the impact of software solutions in the planning and implementation of agile projects.	Coursework through the development of a proposal, presentation and reflective work on the application of an agile approach.
D2 Effective Communication: Communicate effectively both, verbally and in writing, using a range of media widely used in relevant professional context. Be IT, digitally and information literate.	This graduate attribute relates to the Project Analytics module. It includes analysis of software tools and apps, and creation of simple analytical frameworks to help develop communication. Furthermore, developing and project analytics skills including managing the quality of data and examining the impact of these via online class discussions will also enhance communications skills for projects.	Coursework through the creation of a case study report using digital tools to communicate key analysis and solutions.
D3 Responsible Global Citizenship: Understand global issues and their place in a globalised economy, ethical decision-making	This graduate attribute is connected to the Digital Business Transformation Project module Within this module, students will	A final project report on a relevant topic within project management as well as

and accountability. Adopt self-awareness, openness and sensitivity to diversity in culture.	also develop an appreciation of global issues and ethics in project management and in addition the importance of developing a sustainable approach to the strategic and operational implementation of projects.	coursework comprising of a portfolio of tasks relating to relevant scenarios within project management.
D4 Professional Skills: Perform effectively within the professional environment. Work within a team, demonstrating interpersonal skills such as effective listening, negotiating, persuading and presentation. Be flexible and adaptable to changes within the professional environment.	This graduate attribute is also connected to the Management of Traditional Projects module. This includes exploring a range of digital skills used within project management, via the use of case analysis, practical exercises, software appraisal and reflection. Assessing challenges and developing appropriate digital solutions to meet the challenges of the contemporary project management environment will also enable further digital skills development within project management.	Coursework through the preparation of a portfolio of tasks relating to relevant scenarios within project management.
D5 Reflective Practitioner: Undertake critical analysis and reach reasoned and evidenced decisions, contribute problem-solving skills to find and innovate in solutions.	This graduate attribute is strongly connected with the Developing People, Leadership and Capabilities module. This includes reflection on the use of software tools and apps, and creation of simple analytical tools such as risk registers. In addition, reflection on the application of project risk management in modern digital business via online class discussions.	Coursework through preparation of a risk assessment and reflective report.
D6 Lifelong Learning: Manage employability, utilising the skills of personal development and planning in different contexts to contribute to society and the workplace.	This graduate attribute is primarily connected to the Project Management Tools and Techniques module. This module enables students to analyse, evaluate and use a range of practical project management techniques to solve problems, thereby enhancing their skills levels.	The creation of a presentation that demonstrates the student's acquisition of skills relating to the evaluation and implementation of a range of project management techniques to solve problems and develop solutions.

19. Summary of Intended Programme Learning Outcomes and Modules

Modules (Credits)	Owned by	Module order	A1	A2	A3	A4	B1	B2	B3	C1	C2	C3	C4	D1	D2	D3	D4	D5	D6
Core																			
Management of Traditional Projects (20)	Y		X				X	X			X		X	X			X		
Project Analytics (20)	Y			X					X			X	X		X				
Agile Methodologies in the Digital Business Environment (20)	Y		X		X				X			X					X		
Project Management Tools and Techniques (20)	Y			X			X				X	X							X
Developing People, Leadership and Capabilities (20)	Y			X		X	X			X	X		X	X			X	X	
Digital Business Transformation Project (60)				X			X	X					X	X		X			X
Electives																			
Managing Cloud Based Business Solutions (20)			X	X			X		X									X	
Introduction to the Digital Supply Chain (20)				X				X			X					X			
Managing Customer and User Experience (20)				X		X			X				X	X					
Analysing Big Data (20)					X				X			X	X		X				

(Level 7)