

## Nottingham Trent University Course Specification

### Basic Course Information

1.	Awarding Institution:	Nottingham Trent University
2.	School/Campus:	Nottingham Business School / City
3.	Final Award, Course Title and Modes of Study:	MSc Project Management (Full-Time)
4.	Normal Duration:	One year / two years with placement
5.	UCAS Code:	N/A

### 6. Overview and general educational aims of the course

This one-year Project Management (PM) postgraduate course (two years with optional 48-week placement) has been designed to give you a strong theoretical background in Project and Programme Management and equip you with all the necessary skills and knowledge to design, plan and execute projects successfully. The course should also allow you to put theory and contemporary thinking into practical PM settings.

This course has been designed with employers' requirements in mind, offering a broad understanding of all elements of project management such as stakeholder management, scope management, time management, cost management, quality management, risk management and people management, amongst others.

The skills and knowledge gained from this course are transferable across a number of industries including, but not limited to, automotive, oil and gas, aerospace and defence, IT, engineering and healthcare.

The final Project (Experiential Element) gives you the opportunity to apply the knowledge and analytical skills you have acquired on the course and to make recommendations to the senior managers of a real organisation on how to best manage a project or programme.

The MSc in Project Management course has two major components which will enhance your theoretical understanding and practical experience in PM.

1. Firstly, the core modules provide a basis for the study of Project and Programme Management at a higher level and offer an integrated entry to modern Project Management principles and practice. In addition to the subject-specific modules, you will also be supported in managing your own continuous personal and professional development in order to achieve sustained career success and be an effective and transformational leader.
2. Secondly, the course provides you with the opportunity to undertake a major project which meets your goals. Whether you are looking to progress into a managerial role, become an academic researcher, or join a global company, we have a range of projects available including Consultancy Experience Projects, Internship Experience Projects and Business Research Projects. If you chose the two-year option with a placement you will be required to complete a Business Research Project. This also allows you to personalise your degree and channel everything you have learned into a final piece of work.

The principle aim of the course is to offer a specialist postgraduate course in PM that is both practically and academically relevant to the current demands of project and programme managers.

This is achieved by having the following learning goals; upon graduating from the course you will be able to:

- Demonstrate knowledge and understanding of the primary theories and concepts relating to the field of Project and Programme Management;
- Apply theory to practice in organisational settings and relate practice to theory;
- Demonstrate an aptitude for critical thought and creativity in the application of knowledge;
- Effectively utilise relevant information and communication skills;
- Critically evaluate ethical and sustainability issues in Project Management;
- Evidence the capacity to act as a global citizen;
- Demonstrate the capacity to make an impact in organisations.

Undertaking this course will give you an in-depth insight into the different aspects of Project and Programme Management; you will have developed a wide range of PM skills and abilities that will enhance your employability prospects.

What makes this course different?

- ✓ No previous experience required – Returning back to basics is key to success; hence before moving on to deep waters, we start by covering fundamental concepts and principles. Whether already in the profession or at the start of your career, we make sure that everyone is on the same page and ready to excel.
- ✓ Be made a hybrid manager – In addition to key subject areas, you will also be taught a number of skills that will help you stand out of the crowd. These include for example Negotiation, Critical Thinking, Problem Solving and Microsoft Project.
- ✓ Flexible learning for you – With typically two days per week direct contact time for subject-related modules, we make sure you have enough time to take in and digest all the material.
- ✓ Quality in, quality out – Here at NBS, we love what we do! You will be taught by industry experts who will make sure that you are fully trained to face the challenges of today's business environment.

#### 7. **Course outcomes**

Course outcomes describe what you should know and be able to do by the end of your course if you take advantage of the opportunities for learning that we provide.

#### **Knowledge and understanding**

By the end of the course you should be able to:

1. Demonstrate a critical knowledge and understanding of the primary theories and concepts relevant to Project Management.
2. Demonstrate a critical knowledge and understanding of the primary theories and concepts relevant to People Management and Leadership.

3. Demonstrate a critical knowledge and understanding of the primary theories and concepts relevant to Project Planning and Control.
4. Demonstrate a critical knowledge and understanding of the primary theories and concepts relevant to Project, Programme and Portfolio Strategy.
5. Apply knowledge, tools and techniques to resolve issues in new and diverse situations within the Project Management discipline.
6. Evaluate the rigour and validity of published research and assess its relevance to the practice of Project Management.
7. Demonstrate the ability to make recommendations for organisational practice based on theoretical insights through a process of experiential or applied learning.
8. Demonstrate an aptitude for independent critical thought and rational inquiry.
9. Demonstrate creativity and intellectual curiosity in both the application and synthesis of knowledge.
10. Demonstrate proficiency in the use of techniques of research and enquiry to draw conclusions from a critical evaluation of relevant issues.
11. Demonstrate an appreciation of the wider social, environmental and economic sustainability issues and their interrelationships which may be impacted by or have an impact on organisational activities.
12. Understand the environmental, social, governance and ethical problems that may occur in the Project Management discipline and apply appropriate frameworks or professional codes to resolve such problems.
13. Critically self-reflect, and demonstrate an international awareness and openness to the world, based on an appreciation of social and cultural diversity.
14. Develop a critical understanding of the role of the Project Management discipline in the global context.
15. Demonstrate a critical understanding of the role of the Project Management discipline in a wider organisational context.

**Skills, qualities and attributes**

By the end of the course you should be able to:

16. Analyse a variety of relevant data used in diverse contexts to support effective decision making in the Project Management discipline.
17. Communicate key issues and arguments in written and oral format to a professional standard.
18. Effectively use information and communication technologies relevant to the Project Management discipline.
19. Work collaboratively in internationally diverse teams.
20. Make decisions and exercise judgement in organisational settings when faced with a range of alternative courses of action.
21. Take personal responsibility for continuing professional development and develop the capacity to be an effective and reflective practitioner.

**8. Teaching and learning methods**

Nottingham Business School adopts a distinctive approach to the design of student learning opportunities. Your learning is structured around theory, practice, experience & observation, and reflection & improvement. At each level (course, module and session), you will study different theories, concepts and approaches and be given opportunities to apply these in a range of practical settings. The aim is to enhance your understanding

through the direct experience of business, where you will have opportunities to observe business practices and behaviours (including your own) and analyse these using theoretical knowledge. It is our intention that by reflecting on these experiences, you will be able to use these theories to guide your actions and decisions in a business context or even consider how a theory itself might be improved. In this way, we aim to enhance the quality of your learning. The teaching and learning strategy is designed specifically around the needs of a diverse student cohort and is based upon the following guiding principles:

- Facilitating a period of time for you to adjust to your new study environment, through the inclusion, for example, of a comprehensive induction.
- Encouraging constructive learning through a student-centred learning environment which allows for time for reflection and which provides student guidance and support.
- Drawing upon student experiences through interactive workshops rather than a reliance on large group lectures.
- Seeing cultural diversity as a learning resource.
- Offering a range of learning experiences, including industry supported learning opportunities.

This course is therefore designed to offer you a theoretical and practical learning experience that fits your personalised approach to learning and enhances your career opportunities. You will enjoy a teaching and learning environment that is shared by your fellow students and academic staff who will be from different educational and cultural backgrounds and with whom you will have the chance to share your previous educational and practical experience. This provides a similar environment to working in international organisations where you interact with colleagues from different backgrounds. Working in groups with other students during the course will allow you to experience different cultures and learning styles. The different teaching, learning and assessment modes will therefore equip you with a number of essential skills, including but not limited to; communication, presentation, negotiation, report writing, analytical and, most importantly, critical thinking skills.

Each module will be delivered over a four-week period, with teaching delivered in three weeks and the fourth week left clear for assessment work. This enables you to focus on one subject at a time, whilst allowing time for preparation and assessment work. Contact within modules takes the form of whole class delivery in interactive workshops (of no more than c30 students) and structured guided study. In all teaching sessions, you will have the opportunity to ask questions, interact with other students and the lecturer on problem solving exercises, cases and discussions. Your course will be structured around the sequential delivery of the modules (with the exception of 'Research Methods for Managers' and 'Transformational Leadership Development') with the Project (Experiential Element) offered at the end.

Undertaking this course and experiencing our different teaching and learning techniques will therefore help you develop the skills needed to design, plan and execute projects successfully and allow you to build up your own experience in the field of Project and Programme Management.

**9. Assessment methods**

Our assessment strategy is designed to help you develop and demonstrate your knowledge, understanding and skills. We use a variety of assessment methods throughout the course, including formative assessments which do not count towards your final grades, but which provide useful feedback on your progress and development and guidance towards the summative assessments, which count towards your final grades.

Different types of assessment, ranging from academic and reflective essays to reports and presentations, are used throughout the course to achieve a balanced assessment regime and enable you to manage your workload more effectively. Group learning is a central feature of our teaching and learning strategy, and indeed the ability to work effectively with others is essential to all work practice. It is thus appropriate that some elements of group assessment are incorporated, although individual performance is more highly weighted in order to give due credit for individual performance. Assessment will also incorporate experiential elements to enable you to apply your knowledge through live projects or simulations and cases. These different types of assessment will provide you with the knowledge and different skills necessary to succeed in the world of Project Management.

**10. Course structure and curriculum**

The course structure is based on three phases of study as shown below:

Phase	Modules		
1 (Sep-Jan)	Principles of Project Management (20cp)	Research Methods for Managers (10cp)	Transformational Leadership Development (10cp)
	Leading Project Teams (20cp)		
	Maximising Project Success (20cp)		
2 (Feb-May)	Project Planning & Control (20cp)		
	Problem Solving in Context (20cp)		
	Project & Programme Strategy (20cp)		
3 (May-Aug)	Project (40cp) Consultancy work; Internship; and Research options are available		

Optional	There is also the option of spending an extra year on an industrial placement, making your Masters a two-year degree
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Modules taught during the first two phases include:

**Principles of Project Management**

Having studied this module, you will have been introduced to the key principles, methodologies, tools and techniques of project management.

**Leading Project Teams**

Having studied this module, you will be taught how to best lead project teams and manage individuals successfully. You will also explore how to attract, retain, motivate and engage people.

### **Maximising Project Success**

This module aims to show you how to apply project management techniques in real projects to achieve success. It also looks at challenges modern project managers face and ways in which to realise benefits.

### **Project Planning & Control**

This module compliments the first 'Principles of Project Management' module and aims to improve your skills in planning, monitoring and controlling projects. The emphasis is on getting a quality product or service delivered on time and within budget.

### **Problem Solving in Context**

This module shows you how to think creatively, deal with problems and make accurate decisions throughout the project lifecycle.

### **Project & Programme Strategy**

This module aims to foster a critical understanding of strategy and its relationship with projects. Project, programme and portfolio management will also be explored in the context of wider theory incorporating the Theory of Constraints.

### **Research Methods for Managers**

This module aims to support your studies by developing your understanding of the research process and the need for an evidence based approach to deriving conclusions.

### **Transformational Leadership Development**

The purpose of this module is to help you manage your own continuous personal and professional development in order to enable a sustained career success and to be an effective and transformational leader.

During your last phase of study, you will work on a specialised Project, allowing you to personalise your degree and channel everything you have learned into a final piece of work.

You will have the choice of selecting one of the following options:

- **Consultancy Experience Project:** Working as part of a team, you will undertake focused research, developing your professional skills, managing a complex project, and delivering results in a real business situation. You will present your findings to the client and learn valuable project management tools and concepts.
- **Internship Experience Project:** On an internship of 12 weeks or more, you will apply the theories you have learnt to a substantial, live project. This will involve focused research, developing skills, managing a complex project and delivering results in a real business situation. You will also learn project management tools and concepts.
- **Business Research Project:** This project is a traditional piece of independent research, creating an academic research paper, presentation and methodological reflection. This project is only available to students with significant prior work experience or the desire to progress to a PhD.

Alternatively, for those choosing the two-year option you will embark on a 48-week placement during which time you will complete a Business Research Project.

**Placement Year** – There is also the option of spending an extra year on an industrial placement, making your Masters a two-year degree. A work placement is a year-long placement in industry (usually in the UK, although some placements are available overseas) during your degree. If you decide to undertake a placement as part of your Master’s degree with Nottingham Business School, you will complete two semesters of study here followed by a year in industry, finishing by completing a Business Research Project in the final semester. You will graduate with your Master’s degree after you have successfully completed both the year of study and the work placement. We have an Employability Team who will support you in finding a placement, but placements are not guaranteed and it will be your responsibility to engage with placement support, apply for placements within the timescales and attend interviews. The work that you will undertake during your placement will be determined and directed by your employer, but it will be related to your degree course and the skills that you have learnt and acquired during your study period. On occasions you may need to consider a position which will give you a broader experience rather than focusing on one particular area of study, and the work can be as varied as the companies that want to employ our students. Whilst on placement you are expected to comply fully with the terms of your contract of employment and to engage with University supervision.

**Interim Awards** short of the MSc in Project Management are the Postgraduate Certificate in Project Management and the Postgraduate Diploma in Project Management. The Postgraduate Certificate in Project Management will be awarded to a student who completes 60 credit points of study i.e. 3 modules. The Postgraduate Diploma in Project Management will be awarded to a student who successfully completes 120 credit points of study, i.e. 6 modules.

The decision to make an interim award, and of which type, would be taken at the exam board at the end of your period of study.

#### 11. **Admission to the course**

**Entry requirements** – For current information regarding all entry requirements for this course, please see the ‘Applying’ tab on the NTU course information web page.

#### 12. **Support for learning**

Support for your learning will be available from before your study starts. Prior to your enrolment, you will have online access to details of registration and preparatory work which needs to be done prior to the start of the course.

When you arrive you will undertake a comprehensive induction. Initially, you will be provided with the basic information about your course and how it runs. This will encompass details of the course aims, teaching and learning strategy, introduce members of the teaching team, an outline of the timetable, assessment strategy, regulations and schedule, and an explanation of the course management processes such as student

feedback mechanisms and course committees, along with course and university regulations, and the range of facilities available at the University and the University's support and guidance services. This is followed by focused academic and professional development sessions including a residential course which has been specifically designed to help students build trust and start to work as teams. We are proud of our comprehensive and focused development course which enables students from a variety of educational backgrounds to achieve a smooth transition into this high performance course.

Academic staff within the Business School have an excellent reputation for being approachable and enthusiastic about their subject area, with the course being designed around face-to-face contact with a wide range of specialists. This is highly valued by our students and distinguishes us from many of our competitors. You will have many opportunities to build relationships both with tutors and fellow participants throughout the course. You will be able to approach your Course Leader(s), or other members of the teaching team for support and guidance as required, and you will be allocated an academic mentor. It is expected that each student will meet with their academic mentor at least three times (one each phase). In addition to reviewing your academic progress, academic mentors have a key role in reinforcing your professional skills development and encouraging you to reflect on the different strands of your course and extra-curricula activity. Academic mentors also play an important pastoral role, and where appropriate, will direct you to University support and guidance services. A student dashboard enables you and your tutor to track your engagement and progress and log the minutes of your meetings. Our specialist careers advisors in the Employability team are also there to provide you with help and support in terms of your future career.

Course Administrators are also an important part of your support arrangements. They should be the first port of call if you have concerns and course administrators can be an informal means of discussing problems, and a source of useful information and guidance.

Nottingham Business School provides a high quality management learning environment designed to encourage creative thinking about real world issues confronting managers and their organisations. The School's professional approach to management education is supported by the latest communications and information technology, and extensive learning resources. The computing network offers 24-hour access to the University's computing facilities, and a range of services off-campus are also available, including email, electronic library services and access to a range of software. You will have access to a wealth of library materials including over 450,000 books (many of which are available as e-books), as well as an extensive audio-visual collection of videos and slides. Electronic library resources form a core part of the support to students, with over 200 databases and 9,000 electronic journals accessible by the e-library web portal. You will have free access to useful resources such as Office 365, ft.com and Qualtrics.

We also recognise that you sometimes need help that falls outside the academic area. The University's Student Support Services offers dedicated professional support services for both international and home students. Our aim is to ensure that you have access to appropriate support for

academic, financial and personal issues which might affect your experience at the university.

**13. Graduate destinations/employability**

The recent Project Management Institute (PMI) Talent Gap Report estimates that 15.7 million new project management roles will be created by 2020. PMI also estimates that the Project Management profession is one of the fastest growing careers in the world, reaching an economic impact of over USD \$18 trillion. Hence, now is the perfect time for professionals and job seekers to build PM skills. Undoubtedly, a Masters qualification in Project Management will enable you to achieve your own personal objectives and gain a firm foothold on the PM career ladder.

Project Management graduates can go on to successful careers in finance, consultancy or manufacturing, to name but a few. Our excellent links with over 900 companies ensure you are highly employable upon graduation. In recent years, our students have worked at a range of world-renowned organisations, including 3M, Barclays, Boots, British Telecom, CISCO, E.ON, Experian, Nottinghamshire Police, Rolls Royce, Volkswagen and Waitrose, amongst others.

Graduates who successfully complete the course can also go on to register for a PhD or DBA.

Specialist careers advisers in NTU's employability team are there to help you identify strategies to enable you to effectively pursue your career goals. The focus of this will be on developing your skills and occupational awareness in ways that enable your successful transition into the world of Project Management.

**14. Course standards and quality**

Management of each course is conducted through three formally constituted committees: the Board of Examiners, the Course Committee and the Course Enhancement Board (CEB). The Course Committee will be responsible for the overall quality assurance and management of the course. Its membership complies with the University's requirements as specified in the University's Academic Standards and Quality Handbook.

Student representatives will also meet collectively with members of the School's Executive team once each term in a 'student forum', designed to facilitate communication between the student body and the management of the School.

The course will also operate an annual CEB chaired by the Course Leader, which consists of employers, alumni, students and staff to consider the overall strategic direction of the course. The CEB provides the external direction and input from employers and alumni to ensure the continuing relevance of course content.

Course standards and quality are maintained in a number of ways. You will have the opportunity to provide anonymous written feedback on each of the modules you study, and the course as a whole. You will also be able to offer your comments and suggestions through (or have the opportunity to be elected as) elected student course representatives, who attends course committees, the CEBs and student forum meetings.

External examiners report on the appropriateness of the curriculum, the quality of student work and the assessment process. All tutors have their teaching observed by their peers.

**15. Assessment regulations**

This course is subject to the University's Common Assessment Regulations (located in Section 16 of the Quality Handbook).

**16. Additional Information**

Collaborative partner(s):	N/A
Course referenced to Quality Assurance Agency for Higher Education (QAA) Benchmark Statements:	Master's Degrees in Business and Management (QAA, 2015)
Course recognised by:	
Date this course specification approved:	May 2017