

H9SPM: Strategic Project Management

Module Code:	H9SPM
Long Title	Strategic Project Management APPROVED
Title	Strategic Project Management
Module Level:	LEVEL 9
EQF Level:	7
EHEA Level:	Second Cycle
Credits:	5
Module Coordinator:	COLETTE DARCY
Module Author:	COLETTE DARCY
Departments:	School of Business
Specifications of the qualifications and experience required of staff	
Learning Outcomes	
<i>On successful completion of this module the learner will be able to:</i>	
#	Learning Outcome Description
LO1	Explain the importance of ensuring a strong link between enterprise strategy and project selection and the importance of choosing an appropriate project management structure.
LO2	Critique project management theory and practice including; determining and analysing the importance of project definition, planning, monitoring and control through to project execution and successful completion.
LO3	Identify and critically evaluate project risks and other general project issues through the use of project case study analysis.
LO4	Apply core concepts of project management including the development of a project plan, risk log and change process to a business project.
LO5	Analyse and appreciate the process of auditing and closing out a project as well as the common reasons leading to project failure.
Dependencies	
Module Recommendations	
No recommendations listed	
Co-requisite Modules	
No Co-requisite modules listed	
Entry requirements	There are no additional entry requirements for this module. The programme entry requirements apply. No pre-requisites or co-requisites apply.

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Module Content & Assessment			
Indicative Content			
Introduction What is a Project? Projects versus Operations The importance of Project Management The Project Management Lifecycle Functions of a Project Manager			
Organisation Strategy, Structure and Project Selection The Strategic Management Process - An Overview Integration of Projects with the Strategic Plan Establishing Project priorities via links to Strategy Environmental factors affecting Projects (PESTL) Choosing the appropriate Project Management Structure The need for effective Project Portfolio Management			
Project Definition, Planning and Control Defining the Project Scope Creating the Work Breakdown Structure (WBS) Estimating Project Time and Cost Developing a Project Plan & Scheduling Resources Project Tools e.g. Computer Applications (MS Project), use of GANTT charts, monitoring progress and report generation Risk Management Change Control Quality Management			
Effective Project Management Human Resource Management Leadership: Being an Effective Project Manager Managing Project Teams Managing Conflict Communications Management			
Project Audit and Closure The Project Audit Process Project Evaluation and Close-out Check-list Why Projects Fail Lesson Learned			
Assessment Breakdown			%
Coursework			50.00%
End of Module Assessment			50.00%
Assessments			
Full Time			
Coursework			
Assessment Type:	Continuous Assessment	% of total:	50
Assessment Date:	n/a	Outcome addressed:	2,3,4,5
Non-Marked:	No		
Assessment Description: Learners will be asked to analyse a business activity of strategic importance to include: defining the project scope and development of a project plan. Students will also undertake to analyse the application of the key project management knowledge areas including cost, risk and change assessment, quality, procurement, communications, HR etc. Finally, project execution and final outcome will be assessed as well as students giving their own views around lessons learned and making recommendations on best practice for future projects. The assignment will be prepared by students groups and presented and a written report submitted.			
End of Module Assessment			
Assessment Type:	Terminal Exam	% of total:	50
Assessment Date:	End-of-Semester	Outcome addressed:	1,2,3,4,5
Non-Marked:	No		
Assessment Description: The end of semester examination paper which is two hours in duration usually contains six questions, with learners required to answer any three questions. All questions will necessitate essay-style responses and marks will be awarded based on clarity, structure, relevant samples, depth of topic knowledge and evidence of outside core reading.			
No Workplace Assessment			
Reassessment Requirement			
Repeat examination <i>Reassessment of this module will consist of a repeat examination. It is possible that there will also be a requirement to be reassessed in a coursework element.</i>			
Reassessment Description The module must be passed. Learners who fail to attain 40% average across the two assessment elements will be required to sit a repeat examination testing all learning outcomes. The repeat examination will be noted as a second sitting.			

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Module Workload				
Module Target Workload Hours 0 Hours				
Workload: Full Time				
Workload Type	Workload Description	Hours	Frequency	Average Weekly Learner Workload
Lecture	Classroom and demonstrations	30	Per Semester	2.50
Directed Learning	Directed e-learning	30	Per Semester	2.50
Independent Learning	Independent learning	65	Per Semester	5.42
Total Weekly Contact Hours				5.00

Module Resources	
<i>Recommended Book Resources</i>	
<p>Kerzner, H. (2022), Project Management Case Studies, 6th Ed. Wiley.</p> <p>Meredith, J.R., Schafer, S.M., Mantel, S.J. Sutton, M.M. (2020), Project Management in Practice, 7th Ed. Wiley.</p> <p>Gray, C & Larson EW. (2017), Project Management, The Managerial Process, 7th Ed. McGraw-Hill International.</p> <p>Schwalbe, K. (2017), An Introduction to Project Management, 6th Ed. CreateSpace Independent Publishing Platform.</p> <p>Project Management Institute. (2021), Guide to the Project Management Body of Knowledge (PMBOK® Guide), 7th Ed. the Project Management Institute.</p>	
<i>Supplementary Book Resources</i>	
<p>Lester, A. (2017), Project Management, Planning and Control, 7th Ed. Butterworth-Heinemann.</p> <p>Butrick, R. (2018), The Project Workout, 5th Ed. Prentice Hall.</p>	
<i>This module does not have any article/paper resources</i>	
<i>Other Resources</i>	
[Website], Project Management Institute https://www.pmi.org/ .	
Discussion Note:	