

<b>Course Title</b>	<b>MSc Project Management</b>
Final Award	MSc Project Management
Interim Awards	PGCert / PGDip Project Management
Awarding Body	Ravensbourne University London
Teaching Institution	Ravensbourne University London
HECOS code (with Subject percentage Splits if applicable)	100812 75% 100088 25%
QAA Subject Benchmark	Business and Management
External Accrediting Bodies	N/A
Apprenticeship Standard used to inform the development of the course (if applicable)	N/A
Accelerated Degree Option	N/A
Study Load	Full time and part time
Mode of study	1 year Full Time, 2 years part time
Delivery Location(s)	Ravensbourne University London
Length(s) of Course(s)	1 year Full Time, 2 years part time
Type (open/closed)	Open
Validation period	5 years
Intended First Cohort Start Date	September 2023
Date produced/amended	July 2023
Course Leader	To be appointed
Course Development Team Members	Faisal Mustafa, Ajaz Ali, Vivian Ching, Philip Tokmark, Daniel Oladiran, Samantha Sandilands, Harish Jyawali, Dinesh Mothi, Nosheen Gul
Course Administrative Contact	Laura Lynch

### **Course Description**

The MSc Project Management is a taught Masters programme which is designed to equip students with advanced Project Management skills and techniques applicable to diverse disciplines and industries, including the media and creative arts sector. The course is tailored to meet the demands of a wider audience while maintaining a strong alignment with Ravensbourne's ethos of creativity, innovation, and hands-on learning.

Through a blend of theoretical knowledge and practical application, students will gain the expertise required to lead successful projects in various fields. The MSc Project Management programme consists of 6 core modules and a final dissertation or project. The total credit value is 180 credits, with each module contributing towards a set number of credits.

The course sits within Ravensbourne University on the North Greenwich Peninsula at the heart of London. This geographic and conceptual alignment connects practitioners, researchers and students with local and global partnerships to explore the interplay between creativity, communications and technology for education, industry and society. No other institution is offering an MSc in this context.

The course offers an opportunity to develop skills in Project Management, Operations Management and day to day operations. Project Management is a discipline which can be applied to Social Mobility, Government and non-government sectors, manufacturing, construction and any area related to creative art and media such as Fashion, TV and Film Production and Broadcasting etc.

The course is cross-disciplinary in its approach of drawing on knowledge, methods, and approaches from across the range of design, business, and creative specialisms. Through a series of shared units with other postgraduate courses, the students are encouraged to expand their own practice through examining how the course intersects with other disciplines and how, from this intersection, innovative ideas emerge.

The MSc Project Management programme employs a range of teaching methods, including lectures, seminars, workshops, case studies, and industry-led projects. The emphasis is on practical application and hands-on experience, enabling students to develop project management skills through real-world scenarios. Industry experts and practitioners will be involved in guest lectures and mentoring to provide valuable insights into the media and creative arts sector.

### **Career Opportunities**

Upon successful completion of the MSc Project Management programme, graduates will be equipped to pursue various career paths, such as:

- Project Manager of various disciplines including data, supply chain management, events management and media
- Project Coordinator
- Project management officer
- Creative Production Manager
- Marketing and Communications Project Lead
- Arts and Culture Project Consultant

Graduates will be able to operate in following Project Management disciplines:

- Quality Management
- Schedule Management
- Cost Management
- Risk Management
- Issues and Change Management

The MSc Project Management programme at Ravensbourne University offers a unique opportunity for students to develop essential project management skills in a wider context. By combining theoretical knowledge with practical application, the programme prepares graduates to thrive in a dynamic and innovative industry.

This programme is informed by the Talent Triangle from PMI and APM's five dimensions of professionalism. The syllabus draws its inspiration from APM's five dimensions of professionalism and PMI's Talent Triangle®, which are widely recognized as leading practices in project management. It equips you with the necessary knowledge and tools to effectively implement change strategies in a responsible and sustainable manner,

thereby making a positive impact on a company or organisation. Additionally, you will gain insights into the governance framework of project management and acquire skills to handle associated risks

### Course Aims

- Provide students with a comprehensive understanding of project management principles, methodologies, and best practices.
- Enable students to develop critical thinking, problem-solving, and decision-making skills necessary for effective project management in dynamic and creative environments.
- Foster leadership, communication, and teamwork abilities to manage diverse project teams and stakeholders.
- Introduce students to creative and discipline-specific project management challenges and strategies.
- Cultivate ethical, sustainable, and innovative approaches to project management activities.
- Encourage students to apply theoretical concepts to real-world projects through practical assignments and industry placements.
- Develop effective leadership skills and practices in project management, including the ability to inspire and motivate team members, resolve conflicts, and guide the project towards successful completion
- Develop and implement project management strategies that leverage digital technologies to drive sustainable practices, reduce environmental impact, and enhance organizational resilience

**Course Learning Outcomes**

<p>The course provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.</p> <p>On completion of the MSc Project Management students will be able to:</p>	
<b>Explore</b>	Select, apply and evaluate requirements gathering techniques, using a wide range of sources, providing visual, contextual case-study research as appropriate, and demonstrating and applying knowledge and understanding.
<b>Create</b>	Synthesise and demonstrate research and practice in project management and recommend pathways towards implementation. Students will have the skills to validate their judgement using the most appropriate medium for successful execution of projects.
<b>Influence</b>	Develop a narrative around their work and projects, developing and demonstrating techniques of communication. Students will develop and demonstrate their ability to instigate, manage and record/reflect on the issues around and affecting a chosen area of research or practice, applying both knowledge and understanding.
<b>Integrate</b>	Demonstrate how critical perspectives can be developed on Project Management research. Students will explore and experiment - embracing testing and prototyping with evaluation to determine, improve and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials, and organisational models.

Where a student does not complete the full course, but exits with a Postgraduate Diploma, they will have had the opportunity to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of the Postgraduate Diploma in Project Management students will be able to:

<b>Explore</b>	Select appropriate information gathering techniques, using a range of sources, providing visual, contextual case-study research as appropriate, and demonstrating and applying knowledge and understanding.
<b>Create</b>	Synthesise research and practice in Project Management, and identify possible pathways towards implementation. Students will have the skills to attempt to validate the development of their judgement in using the most appropriate medium for successful delivery to the marketplace.
<b>Influence</b>	Develop a narrative around their work and projects, developing and demonstrating techniques of communication. Students will develop their ability to manage and record/reflect on the issues around and affecting a particular area of research or practice, applying both knowledge and understanding.
<b>Integrate</b>	Students will explore risk, testing, prototyping and evaluation in order to determine, improve and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials, and organisational models.

Where a student does not complete the full course, but exits with a Postgraduate Certificate, they will have had the opportunity to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of a Postgraduate Certificate in Project Management students will be able to:

<b>Explore</b>	Select appropriate information gathering techniques, using a range of sources, providing visual, contextual case-study research as appropriate, and demonstrating knowledge and understanding.
<b>Create</b>	Synthesise research and practice in Project Management and identify possible pathways towards implementation. Students will have the skills to attempt to validate the development of their judgement in using the most appropriate medium for delivery to the marketplace.
<b>Influence</b>	Develop a narrative around their work and projects, developing techniques of communication. Students will develop their ability to manage and record/reflect on the issues around and affecting a particular area of research or practice, applying both knowledge and understanding.
<b>Integrate</b>	Students will explore risk, testing, prototyping and evaluation in order to determine, improve and apply knowledge and understanding of the desired outcomes across a range of appropriate processes, media, materials, and organisational models.

<b>Ravensbourne University Assessment Criteria</b>	
<b>Explore</b>	Research and Analysis Subject Knowledge Critical Thinking and Reflection Problem Solving
<b>Create</b>	Ideation Experimentation Technical Competence Communication and Presentation
<b>Influence</b>	Social Impact Ethical Impact Environmental Impact
<b>Integrate</b>	Collaboration Entrepreneurship and Enterprise Professional Development

**Core Competencies**

Each module learning outcome should be aligned to at least one competency.

<b>Competency</b>	<b>Definition</b>	<b>Aligned Assessment Criteria</b>
<b>Cognitive</b>	The ability to acquire, retain and use knowledge, recognise, pose and solve problems. Attributes may include: <ul style="list-style-type: none"> <li>• Evaluate their own beliefs, biases and assumptions such as waterfall over agile.</li> <li>• Evaluate strengths, weaknesses, and fallacies of logic in arguments and information</li> <li>• Apply lesson learned , acquired knowledge and skills to new situations</li> <li>• Perform basic computations or approach practical problems by choosing appropriately from a variety of mathematical techniques</li> <li>• Earned Value Analysis</li> <li>• Devise and defend a logical hypothesis to explain planned vs observed phenomenon</li> <li>• Recognise a problem and devise and implement a plan of action</li> </ul>	<b>Explore, Create, Integrate, Influence</b>
<b>Creative</b>	The ability to generate new ideas, express themselves creatively, innovate and/ or solve complex problems in an original way.	<b>Create</b>
<b>Professional</b>	The ability to understand and effectively meet the expectations of industry partners, through outputs and behaviours.	<b>Integrate, Influence</b>

<p><b>Emotional, Social and Physical</b></p>	<p>Emotional -The intrapersonal ability to identify, assess, and regulate one’s own emotions and moods; to discriminate among them and to use this information to guide one’s thinking and actions and where one has to make consequential decisions for oneself. Attributes may include:</p> <ul style="list-style-type: none"> <li>• Self-awareness &amp; regulation (including metacognition)</li> <li>• Mindfulness</li> <li>• Cognitive flexibility</li> <li>• Emotional resilience</li> <li>• Motivation</li> <li>• Ethical decision- making</li> </ul> <p>Social - The interpersonal ability to identify &amp; understand the underlying emotions of individuals and groups, enhancing communication efficacy, empathy and influence. Attributes may include:</p> <ul style="list-style-type: none"> <li>• Managing your audience</li> <li>• Coordinating with others</li> <li>• Negotiation</li> <li>• Creativity</li> <li>• People management</li> <li>• Leadership &amp; entrepreneurship</li> <li>• Service orientation</li> <li>• Active listening</li> <li>• Coaching and mentoring</li> </ul> <p>Physical - The ability to perceive and optimise physiological activity and responses to influence emotion, solve problems or otherwise effect behaviour. Physical intelligence engages the body to train neuron pathways to help change an inappropriate response to an appropriate response. Attributes may include</p> <ul style="list-style-type: none"> <li>• Self-discipline &amp; management</li> <li>• Attention</li> <li>• Reaction &amp; response time</li> <li>• Cognitive &amp; muscle memory</li> </ul>	<p><b>Explore, Influence, Integrate</b></p>
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## COURSE SPECIFICATION

	<ul style="list-style-type: none"> <li>• Managing stress</li> <li>• Physical resilience</li> </ul>	
<b>Cultural</b>	The capability to relate to and work effectively across cultures including intercultural engagement, cultural understanding and intercultural communication.	<b>Influence, Integrate</b>
<b>Enterprise and Entrepreneurial</b>	The generation and application of ideas within a practical setting. It combines creativity, idea generation and design thinking, with problem identification, problem solving, and innovation followed by practical action. This can, but does not exclusively, lead to venture creation (UK Quality Assurance Agency, Enterprise and Entrepreneurship Education 2018).	<b>Create, Influence, Integrate</b>
<b>Digital</b>	The confident adoption of applications, new devices, software and services and the ability to stay up to date with ICT as it evolves. The ability to deal with failures and problems of ICT and to design and implement solutions (Jisc Digital Capabilities Framework)	<b>Explore, Create, Integrate, Influence</b>
<b>Ravensbourne Return</b>	Engagement with inhouse activities including mentoring other students, volunteering, acting as a student rep or ambassador. Demonstrate a knowledge of current events and social issues Identify their personal convictions and explore options for putting these convictions into practice Engagement with the external community through (from) employment, volunteering, participation in a Professional Life or other programme-based project.	<b>Explore, Create, Influence, Integrate,</b>

### Learning, Teaching and Assessment

Learning and Teaching methods	Assessment Strategy
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A variety of learning methods and technologies are employed across all units. They include: Briefings, Lectures, Project work, Tutorials, Seminars, Workshops, Group work, Field Trips, Online activity, Individual Presentations and critiques, Group presentations, and self-directed independent study.

Although you are individually assessed, you may also work in teams and collaborate with external partners and students from other programmes. These collaborations, which will be supported by your course tutor, can stimulate a powerful mix of individual, team-based and interdisciplinary approaches to your understanding of the parameters of professional practice.

The course is underpinned by a mentoring programme and throughout each unit you will be provided with the opportunity to have regular meetings and touchpoints with both your course tutor and your allocated industry mentor. Mentorship meetings will also take place whenever students have specific progress or problems to discuss.

There are several mechanisms for evaluating the effectiveness of learning methods. They include: Unit evaluation, Staff Student Liaison Committee meetings, and Personal Progress Reviews.

A variety of assessment methods are employed across all units. They include formative and summative assessments of: presentations, portfolios, learning journals, reports, peer assessment and external reviews. These methods encourage you to critically reflect on and build your learning and progress.

Formative feedback is given at the end of each term and students will receive ongoing advice and guidance (feed forward) alongside a critique against learning outcomes and assessment criteria. At the end of the unit summative assessment will provide conclusive feedback in response to an online submission of the assessment requirements for the modular units for this course.

**Course Structure**

<b>Module Code</b>	<b>Module Title</b>	<b>Shared Module</b>	<b>Mandatory / Elective</b>	<b>Credits</b>
Level 7				
PM001	<b>Principles of Project Management</b>	yes	Mandatory	20
PM002	<b>Project Leadership</b>	yes	Mandatory	20

## COURSE SPECIFICATION

PM003	<b>Innovation and Enterprise</b>	yes	Mandatory	20
PM004	<b>Sustainable Project Management</b>	yes	Mandatory	20
PM005	<b>Research Methods and Creative Thinking</b>	yes	Mandatory	20
PM006	<b>Managing Project Resources</b>	yes	Mandatory	20
PM007	<b>Dissertation / Major Project</b>	yes	Mandatory	60
				<b>180</b>

### Learning Hours

<b>Learning Hours (per 20 credit module)</b>			
<b>Staff – Student Contact Hours</b>		<b>Independent Study Hours</b>	
Formal Scheduled Teaching	36	Independent Study	160
Supervised access to resources	0	Preparation for Assessment	4
		Unsupervised Access to Resources	0
<b>Total</b>			<b>200</b>

## Course Regulations

### Entry Requirements

First or Upper Second-Class honours degree (or equivalent non-UK qualifications) in a relevant subject, or an equivalent professional qualification in a related subject area.

If you are applying directly from an undergraduate degree course without experience or professional practice you must be able to demonstrate a good knowledge of your chosen subject area.

In order to be eligible for a course, you will need to be a competent speaker and writer of English. This also applies if you are from the European Union, or if you're from a country outside the EU. You need to provide us with an IELTS or equivalent English language qualification demonstrating 6.0 overall with minimum 5.5 or CEFR Level B2 in each component.

### Accreditation of Prior Learning (if applicable)

Applications are welcomed from those who may not possess formal entry qualifications, mature students, those with work experience or with qualifications other than those listed above. Such applicants should demonstrate sufficient aptitude and potential to complete the course successfully. Applicants will be assessed at interview in accordance with Ravensbourne's Accreditation of Prior Learning Policy and Procedure.

APL will be applied on individual basis and candidates with proven experience and track record in Project Management may be exempt from 20 to 120 credits. The assessment of the exemptions will be carried out by the Course Leader on case to case basis.

### Conditions for Progression

Students will be deemed to have passed a module if they achieve a 40% for undergraduate students; or a 50% for postgraduate students.

A student who has passed all assessments to date but has not yet reached the end of a level (or stage) will be permitted to proceed into the following term by the Interim Assessment Board.

### Reassessment of Failed Elements

Failure or non-submission in any assessment will result in a Fail grade for the component and module.

A student shall be permitted three attempts at each assessment; one first sit and two resits.

Where a student successfully retrieves an assessment failure, the grade for the assessment will be capped at 40% (undergraduate) or 50% (postgraduate) (except where Extenuating Circumstances have been approved).

**Conditions for the Granting of Awards**

A student who completes an approved course of study, shall be awarded an MSc in Project Management.

Those students who exit the course without completing it may be entitled to exit with an award of either a:

1. Postgraduate Diploma in Project Management, provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.
2. Postgraduate Certificate in Project Management, provided they complete an approved course of modules and the learning outcomes for such award as set out in the Course Specification.

**Any derogation(s) from the Regulations required?**

N/A

Student Support	<a href="https://www.ravensbourne.ac.uk/student-services">https://www.ravensbourne.ac.uk/student-services</a>
Assessment Regulations	<a href="https://www.ravensbourne.ac.uk/staff-and-student-policies">https://www.ravensbourne.ac.uk/staff-and-student-policies</a>

Course Learning Outcomes	CLO1	CLO2	CLO3	CLO4
Principles of Project Management	X	X		X
Project Leadership	X	X		
Innovation and Enterprise	X			X
Sustainable Project Management	X		X	
Research Methods and Creative Thinking		X	X	X
Managing Project Resources	X	X	X	X
Dissertation / Major Project	X	X	X	X

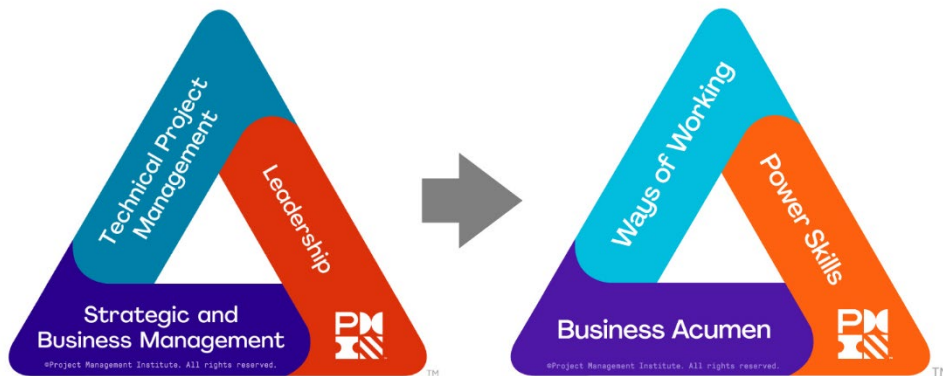
Course Diagram

Semester 01	Semester 02	Semester 03
<b>Principles of Project Management</b> 20 credits	<b>Sustainable Project Management</b> 20 credits	<b>Dissertation/Major Project</b> 60 credits  (shared)
<b>Project Leadership</b> 20 credits	<b>Managing Project Resources</b> 20 credits	
<b>Innovation and Enterprise</b> 20 credits (shared)	<b>Research Methods and Creative Thinking</b> 20 credits (shared)	

## Mapping with PMI's Talent Triangle

Module	PMI's Talent Triangle
Principles of Project Management	Ways of Working
Project Leadership	Power Skills
Innovation and Enterprise	Business Acumen
Digital Transformation and Sustainability	Business Acumen
Managing Project Resources	Ways of Working Power Skills
Research Methods and Creative Thinking	Ways of Working Business Acumen
Dissertation/Major Project	Ways of Working Power Skills Business acumen

### The PMI Talent Triangle® is Evolving



**Mapping with APM’s Body of Knowledge**

Module	APM’s Body of Knowledge
<b>Principles of Project Management</b>	<p>Life cycle options and choices</p> <p>Shaping the early life cycle</p> <p>Transition into use</p> <p>Engaging stakeholders</p> <p>Defining outputs</p>
<b>Project Leadership</b>	<p>Implementing strategy</p> <p>Establishing governance and oversight</p> <p>Engaging stakeholders</p> <p>Leading teams</p>
<b>Innovation and Enterprise</b>	<p>Establishing governance and oversight</p> <p>Assurance, learning and maturity</p> <p>Transition into use</p>
<b>Digital Transformation and Sustainability</b>	<p>Implementing strategy</p> <p>Shaping the early life cycle</p> <p>Transition into use</p> <p>Defining outputs</p>
<b>Managing Project Resources</b>	<p>Establishing governance and oversight</p> <p>Shaping the early life cycle</p> <p>Defining outputs</p>

## COURSE SPECIFICATION

	<b>Integrated planning</b> <b>Controlling Deployment</b>
<b>Research Methods and Creative Thinking</b>	<b>Assurance, learning and maturity</b> <b>Working professionally</b>
<b>Dissertation/Major Project</b>	<b>Assurance, learning and maturity</b> <b>Working professionally</b>