



Course Title	MSc Project Management
Final Award	MSc Project Management
Interim Awards	PGCert / PGDip Project Management
Awarding Body	Ravensbourne University London
Teaching Institution	Ravensbourne University London Franchise partners
UCAS Code	N/A
HECOS code (with Subject percentage Splits if applicable)	100812 - 75% 100088 - 25%
QAA Subject Benchmark	Business and Management
External Accrediting Bodies	Association for Project Management (APM) - Chartered Management Institute Pending
Apprenticeship Standard used to inform the development of the course (if applicable)	N/A
Accelerated Degree Option	N/A
Level 6 Top Up Option (online only)	N/A
Study Load	Full time
Mode of study	Face – to – Face
Delivery Location(s)	Ravensbourne University campus Franchise partners
Length(s) of Course(s)	1 year – FT
Type (open/closed)	Open
Validation period	Five years
Intended First Cohort Start Date	September 2025
Date produced/amended	March 2025
Course Leader	Dr Jasmine Tehrani
Course Development Team Members	Dr Jasmine Tehrani, Dr Tanveer Ahmad, Dr Danielle Coombs, Dr Sergii Bondaresko, Dr Vaibhavi Chavan, Dr William Jefferies
Course Administrative Contact	Sadia Ahmed

Course Description

This taught Master's degree is designed to equip students with the strategic, technical, and practical skills required to lead complex projects in a variety of industries, including technology, construction, creative sectors, and public services. The course integrates contemporary project management theory with real-world practice, fostering critical thinking, data-driven decision-making, and leadership capabilities.

The MSc Project Management comprises six core modules and a final dissertation, making up a total of 180 credits. Each module contributes towards a clearly defined credit value, reflecting the depth and scope of learning. The course sits within Ravensbourne University London, located in North Greenwich, a dynamic area in close proximity to London's key business, design, and innovation districts.

Students will gain expertise in key areas such as project planning, procurement, sustainability, operations, digital transformation, and entrepreneurship. The course supports skill development in stakeholder management, governance, contract negotiation, risk mitigation, and the application of project data analytics using industry tools.

The course employs a range of inclusive and interactive teaching methods, including case-based learning, group projects, guest lectures, simulations, and live business briefs. Students will also have access to expert supervision during their capstone project or dissertation, which provides the opportunity to explore a real-world project challenge in depth.

Career Opportunities

Graduates will be well-positioned to pursue roles such as:

- Project Manager
- Operations Manager
- Procurement and Contracts Specialist
- Programme Coordinator
- Business Transformation Consultant
- Project Analyst
- PMO Lead
- Sustainability and Innovation Advisor

The course also provides a strong foundation for those seeking professional accreditation (e.g., APM, PRINCE2) or aiming to develop careers in project leadership, consultancy, or entrepreneurship.

Course Aims

- To equip students with advanced knowledge and practical competencies in project strategy, governance, planning, and execution, enabling them to manage complex projects across diverse sectors, contexts, and environments.
- To develop critical, reflective, and analytical thinking skills that support evidence-based decision-making, ethical leadership, risk awareness, and the ability to evaluate and apply contemporary project methodologies, tools, and technologies.
- To foster personal and professional development through interdisciplinary learning, collaborative problem-solving, and engagement with real-world challenges, preparing graduates to lead, innovate, and adapt in a rapidly evolving project landscape.
- To prepare students for professional recognition and global employability, through curriculum design that aligns with the APM Body of Knowledge, integrates digital competencies, and builds capability in communication, stakeholder engagement, and sustainable practice.

Course Learning Outcomes

The course provides opportunities for students to develop and demonstrate knowledge and understanding, qualities, skills and other attributes in the following areas.

On completion of the **MSc Project Management** students will be able to:

Explore	CLO1: Explore and evaluate a range of global project environments, assessing interdependencies, risks, stakeholder interests, and organisational contexts.
Create	CLO2: Design and justify project management plans and frameworks using a combination of appropriate tools, methodologies with evidence.

COURSE SPECIFICATION

Influence	<i>CLO3:</i> Apply strategic and ethical leadership in project settings by integrating sustainability, innovation, governance, and responsible decision-making practices.
Integrate	<i>CLO4:</i> Synthesise theoretical knowledge and practical skills to manage resources, technology, operations, and teams for successful delivery of complex projects.

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 of Higher Education in Project Management*** students will be able to:

Explore	<i>CLO1:</i> Analyse the wider context of project environments, evaluating project interdependencies, risks, and stakeholder perspectives in diverse cultural, sectoral, and organisational settings.
Create	<i>CLO2:</i> Apply a range of project management tools, methodologies, and digital systems to design and justify plans for the effective delivery of complex projects.
Influence	<i>CLO3:</i> Demonstrate critical understanding of ethical leadership and governance, including sustainability and responsible decision-making in project contexts.
Integrate	<i>CLO4:</i> Combine theoretical frameworks and applied skills to lead, monitor, and optimise project teams, resources, and operations across project life cycles.

Where a student does not complete the full course, but exits with a Postgraduate Certificate in Higher Education, 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 Certificate of Higher Education in Project Management*** students will be able to:

Explore	<i>CLO1:</i> Demonstrate conceptual understanding of project environments, including the global and sectoral variations in governance, stakeholders, and delivery frameworks.
Create	<i>CLO2:</i> Apply project planning and management tools to develop structured project documentation and delivery plans for a range of applied or simulated project scenarios.
Influence	<i>CLO3:</i> Interpret and apply principles of leadership, sustainability, and ethics within the context of stakeholder management and project strategy development.
Integrate	<i>CLO4:</i> Combine practical project management skills and digital tools to address operational and strategic challenges in project execution and reporting.

Ravensbourne University Assessment Criteria

CLO1: Explore	Research and Analysis Subject Knowledge Critical Thinking and Reflection Problem Solving
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CLO2: Create	Ideation Experimentation Technical Competence Communication and Presentation
CLO3: Influence	Social Impact Ethical Impact Environmental Impact
CLO4: Integrate	Collaboration Entrepreneurship and Enterprise Professional Development

Core Competencies

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

Competency	Definition	Aligned Assessment Criteria
Cognitive	The ability to acquire, retain and use knowledge, recognise, pose and solve problems. Attributes may include: • Evaluate their own beliefs, biases and assumptions • Evaluate strengths, weaknesses, and fallacies of logic in arguments and information • Apply lesson from the past or learned knowledge and skills to new and varied situations • Perform basic computations or approach practical problems by choosing appropriately from a variety of mathematical techniques • Devise and defend a logical hypothesis to explain observed phenomenon • Recognize a problem and devise and implement a plan of action	Explore, Create, Integrate, Influence
Creative	The ability to generate new ideas, express themselves creatively, innovate and/ or solve complex problems in an original way.	Create
Professional	The ability to understand and effectively meet the expectations of industry partners, through outputs and behaviours.	Integrate, Influence
Emotional, Social and Physical	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: • Self-awareness & regulation (including metacognition) • Mindfulness • Cognitive flexibility • Emotional resilience	Explore, Influence, Integrate

	• Motivation • Ethical decision- making	
	Social - The interpersonal ability to identify & understand the underlying emotions of individuals and groups, enhancing communication efficacy, empathy and influence. Attributes may include:	
	• Managing your audience • Coordinating with others • Negotiation • Creativity • People management • Leadership & entrepreneurship • Service orientation • Active listening • Coaching and mentoring	
	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	
	• Self-discipline & management • Attention • Reaction & response time • Cognitive & muscle memory • Managing stress • Physical resilience	
Cultural	The capability to relate to and work effectively across cultures including intercultural engagement, cultural understanding and intercultural communication.	Influence, Integrate
Enterprise and Entrepreneurial	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).	Create, Influence, Integrate

Digital	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)	Explore, Create, Integrate, Influence
Ravensbourne Return	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.	Explore, Create, Influence, Integrate,

Learning, Teaching and Assessment

Learning and Teaching methods	Assessment Strategy
Ravensbourne university is committed to project based, experiential and active learning and as such utilises a range of creative pedagogies to stimulate and deepen students' learning. As part of the design of our teaching and learning across all our postgraduate courses the following principles were applied: 1.Celebrate pedagogy to support business subjects that is not delivered in a lecture theatre 2.Competency framework (RALF) will be used to support personalised learning 3.Design for flexibility – support more student choice and match to competencies demonstrate eg simulation, field trip, consultancy etc for final projects 4.Design for students to be able to intellectually stimulate, build confidence and capability 5. Designed for scalability to support large groups 6.Designed to integrate reality-based learning 7.Designed to increase pass first time rates through the use of confidence building	The standard assessment strategy on Masters' business-focused courses at Ravensbourne includes both formative and summative assessments. As part of the design across all our postgraduate business courses we have applied the following principles: 1. Overarching 5 Cs to be referred to when assessment briefs are designed – commercial, competence, collaboration, creative commitment, compassion. 2. Competency framework (RALF) will be assessed in each module (20%) and supports student-led choice and consideration of career aspirations. 3. Design for flexibility and choice– adapt the task and brief as business contexts change 4. Intellectually stimulate, build confidence and capability in students 5. Supports ongoing talent showcasing – tested with industry 6. Designed for scalability so that feedback turnaround time is achieved 7. Designed to reduce authenticity issues 8. Designed to increase pass first time rates while improving quality of submissions

and experiential learning activities that students engage with 8.Provide structured learning support and adaptive learning supported digitally through embedded learning resources used both on campus and in Canvas In addition to lectures, seminars, workshops, tutorials and business, creativity and technology ‘bursts’, on the <i>MSc Event Management</i>, teaching and learning will include: Case studies Simulations Learning Gamification Multiple Choice Quizzes Role-playing Debate Consultancy Real-world practical event planning and organisation Masterclasses led by industry practitioners In-class practice and development of leadership competencies A competency framework known as the Ravensbourne Advanced Leadership Framework is central to all PG Business courses. This framework is reviewed each year by industry practitioners to ensure it reflects global employer needs. The framework is provided to students as a collection of contemporary business, technology and creativity skills, attributes and competencies that they can select from to develop and build on throughout their course gaining digital badges to demonstrate their achievements Where field trips and visits are offered within the course these are not compulsory and may be subject to a financial contribution by the student. In instances where overseas trips are involved these will not be compulsory and the student will be responsible for ensuring appropriate visas are in place and requirements complied with.	Formative assessments are ungraded and offer students the opportunity to check their understanding of a subject or topic and receive formative feedback for improving that understanding. Summative assessments are graded. Students will need to pass the summative assessments for each module to pass the course and indeed to evidence their mastery of their chosen subject, viz. of Event Management. On this course, summative assessments take the following format: - Live element (20%) - Main written/filmed/report element – (60%), - Competency framework (20%). (refer to Modules Descriptors for details) The Ravensbourne Advanced Leadership Framework is embedded into all assessments to enable students to reflect on their growing competencies as they progress through the programme. The first modules support a diagnostic which the final project facilitates the ability to project how these competencies support their graduate careers velocity. Annually the course team will work with an industry panel in order to ensure that specific assessment briefs are in line with industry expectations and tasks set are opportunities for students to showcase their capability.
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Course Structure

Module Code	Module Title	Shared Module	Mandatory / Elective	Credits
Level 7				
PRM25701	Evidence Based Project Management Decisions	Yes	Mandatory	20
PRM25702	Contemporary Project Management Strategy	Yes	Mandatory	20
PRM25703	Principles of Project Management	Yes	Mandatory	20
PRM25704	Digital Innovation and Sustainability in Projects	Yes	Mandatory	20
PRM25705	Project Innovation and Entrepreneurship	No	Mandatory	20
PRM25706	Advanced Project Operations, Procurement and Governance	No	Mandatory	20
BUS25707	Final Project	Yes	Mandatory	60
				180

Learning Hours

Learning Hours (per 20 credit module excluding the Work Placement)			
Staff – Student Contact Hours		Independent Study Hours	
Formal Scheduled Teaching	36	Independent Study	164
Total		200	

Course Regulations

Entry Requirements

Please refer to the institutional regulations on the expected minimum entry requirements (found under Section 5 of the General Academic Regulations found on the website [here](#)), and the course page on the [Ravensbourne University website](#) for course specific entry requirements.

The course will replicate existing PG Business course requirements.

A lower second-class honours (a 2:2, or equivalent non-UK qualifications) or higher in a relevant subject, or an equivalent professional qualification in a related subject.

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

In order to be eligible for this course, students will need to be a competent speaker and writer of English. If they require a Student Visa an IELTS or equivalent English language qualification, which demonstrates a minimum of 6.0 (with a minimum of 5.5 in each sub test) or CEFR Level B2 in each component will be required in line with the latest University English [Language requirements](#).

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 and Student Transfer Plan.

Conditions for Progression

Students will be deemed to have passed a module if they achieve a **50%** which is the minimum pass grade for postgraduate courses. 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 **50%** (which is the basic pass grade for postgraduate courses), 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 a **MSc in Event Management**.

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

1. **Postgraduate Certificate of Higher Education in Event 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 Diploma of Higher Education in Event 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?

If yes, please state which regulation requires a derogation for approval by the Academic Board.

Student Support	https://www.ravensbourne.ac.uk/student-services
Assessment Regulations	https://www.ravensbourne.ac.uk/staff-and-student-policies

Course Learning Outcomes	CLO1	CLO2	CLO3	CLO4
Evidence Based Project Management Decisions	x	x	x	x
Contemporary Project Management Strategy	x	x	x	x
Principles of Project Management	x	x	x	x
Digital Innovation and Sustainability in Projects	x	x	x	x
Project Innovation and Entrepreneurship	x	x	x	x
Advanced Project Operations, Procurement and Governance	x	x	x	x
Final Project	x	x	x	x

Course Diagram

Trimester 01	Trimester 02	Trimester 03
PRM25701 Evidence Based Project Management Decisions 20 credits	PRM25704 Digital Innovation and Sustainability in Projects 20 credits	BUS25707 Final Project 60 credits
PRM25702 Contemporary Project Management Strategy 20 credits	PRM25705 Project Innovation and Entrepreneurship 20 credits	
PRM25703 Principles of Project Management 20 credits	PRM25706 Advanced Project Operations, Procurement and Governance 20 credits	

Please note that not all modules will run in every delivery period hence alternating first and second semester modules.