Birmingham City University
Faculty of Technology, Engineering and the Environment

Postgraduate Programme

Programme Specification

MSc International Project Management

Date of Course Approval/Review	Version Number	Version Date
15th March 2012	1.0	January 2012

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Definitive Documents and Version Control

This document has a version number and reference date in the footer.

The process leading to the introduction of new courses, major changes to courses, and minor changes to courses and modules follows the appropriate formal procedure as described in the Faculty's Academic Procedures and Quality Manual.

On the front sheet of this document, the date of course approval/review refers to the most recent full approval/review event. The version date will be that of the most recent event at which formal consideration was given to course changes.

Further details about the course and document development may be obtained from minutes of the approval or minor changes board. A history of the document since the last full approval/review event is summarised in the table below and further information relating to past versions can be obtained from the Faculty Office.

Version	Event	Date of event	Authorised by
1.0	Approval meeting	15 Mar 2012	Dean of Faculty

Programme Specification
PGCert/PGDip/MSc International Project Management

Date of Publication to Students: September 2012

NOTE: This Programme Specification provides a concise summary of the main features of the course and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if they take advantage of the learning opportunities that are provided. More detail on the specific learning outcomes, indicative content and the teaching, learning and assessment methods of each Module can be found at (1) https://mytid.bcu.ac.uk/, (2) in the Module Specifications and (3) in the Student Handbook.

The accuracy of the information contained in this document is reviewed by the University and may be checked within independent review processes undertaken by the Quality Assurance Agency.

Awarding Institution / Body:	Birmingham City University
Teaching Institution:	Birmingham City University
Interim Awards	The PGCert and PGDip may be gained as exit awards.
Final Award:	Master of Science
Programme Title:	MSc International Project Management
Main topics of Study:	Project Management Methods, International Business & Information Strategy and Global Operations & Process Management and Research Methods & Professional Development.
Modes of Study:	Distance Learning
Language of Study:	English
UCAS Code:	N/A
JACS Code:	

Professional Status of the Programme:

This programme will offer a route towards membership from APM (Association of

Project Management) and PMI (Project Management Institute). This will be subject to successful certification / accreditation of the programme by those institutions.

Relevant Subject Benchmark Statements and Other External Reference Points Used to Inform Programme Outcomes:

There are no specific subject benchmarks, however the QAA *Master's degree characteristics*, (September 2009) and the QAA *Framework for Higher Education Qualifications in England, Wales and Northern Ireland*, (August 2008) at level 7 have been consulted in the development of this programme. In addition, the PMBoK (Project Management Body of Knowledge) and APMBoK (Association of Project Management's Body of Knowledge) have been considered ensuring that project management knowledge and frameworks within documentation are up-to-date, and full appreciation of their standards and practices are implemented.

Programme Philosophy and Aims

The programme is designed solely for distance learning, part-time study mode and will utilise teaching and learning strategies and tools supported by the University in the delivery of similar programmes including the Moodle VLE, live classroom software such as Wimba, and the continuing personal and professional development tools such as Mahara.

Overall the course aims to produce skilled managers capable of administering major projects within and across organisations utilising the latest tools and technologies. The course will encourage creative thinking and the development of leadership and management skills through teamwork, discussion and peer review. Building on a foundation of the generic skills required by tomorrow's managers, the programme explores the wider context of project management, the extended enterprise, commercial and contractual issues, finance and risk. Students will engage in independent study and systematic enquiry at an advanced level and take responsibility for the conclusions drawn from it. There will be opportunity to integrate and differentiate a variety of traditions and bodies of knowledge and to continue to advance their knowledge and understanding, and to develop new skills to an advanced level.

In addition to further academic research opportunities, career prospects are expected to keep pace with the rapid advances in management methods and intelligent based technologies, hence, there is expected to be continuing demand for competent, versatile postgraduates who can design and implement innovative solutions for industry.

The programme envisages to provide competent, innovative practitioners and managers with the ability to apply the principles of International Project Management including, International Project and Process Management, Resource Capability Project Management Methods, International Business and Global Operations. This entirely new, full distance learning programme provides an academic base that will contribute to the development of knowledge transfer and an opportunity to apply that knowledge to real problems, within an industrial context.

This postgraduate programme is designed to allow maximum flexibility in learning

study that will allow delegates who are employed to decide themselves how and when is most convenient and conducive to study. The attendance mode and the duration of the distance learning programme will be agreed in advance (i.e. pre-enrolment) and takes the form of an individual learning contract/agreement which is reviewed over 4 stages of the programme duration.

The programme is designed primarily for delegates with prior knowledge of management systems and/or technologies, projects and programmes, and who wish to specialise in a course of study that will extend them intellectually and practically according to their abilities and to provide the opportunity to allow students to reflect on their learning with an opportunity to acquire skills in response to the market need for competent Project Management practitioners capable of operating across multi-national organisations embracing differing cultural dimensions.

A key feature of the new distance learning of this programme will be the opportunity to identify and distinguish between the variety and complexity of the tools and technologies available in order to determine appropriate techniques to manage each with the advantage of using interactive, media-rich activities. This will incorporate knowledge and full understanding of the breadth of capability in the latest software tools for facilitating multi-site project operations communications, the skills and knowledge of new, emerging technologies, processes and production methods, and how to apply them across differing and global industry sectors

Delegates will be encouraged to articulate and demonstrate their skills as one of a new generation of Project Management practitioners, with a wider, more creative, flexible skill set, including a good understanding of internal and external global customer requirements, business and process practice and interpersonal skills necessary to liaise and work in cross-cultural operational teams, structuring their work and meeting the varying demands placed on them; as they would in the work place.

This programme with an emphasis on active and participative education, will include practical work-based learning, problem based learning and group work to develop analysis, synthesis, decision making and the ability to cope with new and unfamiliar problems. Throughout the programme there will be opportunity to relate practical real-life problem based learning to industry and commerce, then to apply new technologies and techniques to solve present and future problems, in an international arena. In addition, skills to interpret the effect on managing projects of constantly increasing legislative controls globally, with particular respect to safety, legislation and environmental issues.

An ability to handle uncertainty, risk and ambiguity and deal with complex project issues will be encouraged alongside techniques to examine appropriate methods for the analysis of human factors with regard to practice.

An on-line induction programme will invite experienced individuals, such as project managers and those with a manufacturing background, who wish to update their skills, and professionals with industrial experience in other sectors seeking opportunities within project management.

The TEE Faculty and the School of EDMS have supported the development of a staff with expertise in distance learning tutoring and on-line support with specific and outstanding resources and facilities.

Overall this programme aims to provide delegates with a stimulating and rewarding learning experience that will encourage the higher levels of research and independent study required at Masters' level.

Intended learning outcomes and the means by which they are achieved and demonstrated:

Learning Outcomes

1. Knowledge and Understanding

On completion of the programme, students should be able to demonstrate:

1. Knowledge and understanding of concepts, theories and principles of operations and project management and professional practice in an international Project Management environment.

2. The skills of analysis, synthesis and decision-making in the resolution of international Project Management problems.

3. International Project Management methodologies, innovation and creativity in management across the extended enterprise in a global arena.

4. The structure of industrial systems and how these systems may be used to meet the varying demands placed on globally operating companies.

5. Organisational configuration to achieve more rapid responsiveness to a changing global environment.

2. Intellectual Skills

On completion of the programme, students should be able to:

1. Argue rationally (via on-line forums) and draw independent conclusions based on a rigorous, analytical and critical approach to support an argument.

2. Write fully researched and referenced on-line reports which evaluate both technical and management issues.

3. Synthesise theory and practice systematically and creatively to specify, design and implement effective solutions.

4. Demonstrate, in an analysis of a specified work-based problem, a high level of competence and understanding of the data manipulation, information presentation and delivery.

5. Apply the latest information technologies and simulation techniques to solve present and future industrial and commercial problems nationally and internationally.

3. Practical Skills

On completion of the programme, students should be able to:

1. Access on-line information from a variety of sources including e-libraries and

appraise its suitability for master's level research.

2. Apply the knowledge, skills and methodologies of project management to the analysis and solution of complex problems.

3. Possess a defined body of knowledge, skills and understanding and analyse its relationships with conceptual frameworks and professional practice.

4. Reflect on continuing personal and professional development characteristics and attributes, both theoretical and practical, and modify approaches to maximise learning opportunities.

5. Interpret and critically evaluate knowledge, concepts and ideas and/or forms of creative expression, to deliver a global quality product or service.

4. Transferable/Key Skills
On completion of the programme, students should be able to:

1. Manage learning and self-development, including an on-line e-portfolio with evidence of time management and prioritising of work in tackling and solving complex, work-based problems;

2. Communicate effectively, particularly electronically using for example embedded audio and visual presentational features, linking to other web-based sources of information and incorporating, movement, colour and multi-dimensional characteristics to specialist, non-specialist and multi-lingual audiences;

3. Make effective use of IT including word and data processing packages, internet and electronic information sources;

4. Systematically research a topic, synthesise and critically evaluate data and information from a variety of web-based and traditional sources;

5. In co-operation with others, plan and implement tasks at a professional level and contribute to team goals through making sound judgements.

Learning, Teaching and Assessment Methods

Knowledge and understanding is acquired entirely though distance learning with each Module being allocated specific recommended hours of tutor-directed and self-directed study. On-line tutor-led webinars interspersed with directed practical, on-line activities, and a range of internet resources including e-library learning sources will be a key feature of this programme. Emphasis is placed on student-centred guided, self-directed learning with a progressively increasing independence of approach, thought and process. This independent learning includes an element of peer review in order for each student to evaluate the effectiveness of the learning. It is further intended to provide an annual summer residential of 4-5 days duration to be held at an identified global centre of learning to which delegates will be invited in order to gain enriched learning opportunities from guest lecturers and group based action learning activities including field visits to locally based project management operations.

All delegates will be invited to participate in a pre-enrolment period of on-line study to include opportunity to test:

a) Their suitability for the academic requirements and practical demands of Master's level study

b) The acceptability of their on-line connections for study at home as well as at work,

c) The feasibility for distance learning study at Master's level given the nature of the commitment and necessary motivation for remote learning

Technology enhanced learning utilises where appropriate, through the provision of online resources, discussion forums and group based and individual learning activities. E-library resources are used extensively, together with professionally verified on-line learning materials and journal articles, in order to ensure that delegates develop a critical understanding of work at the forefront of Project Management disciplines. At the start of the learning schedule for each Module, the module guides direct students to a full range of resources, including books and journals, as well as specialised course-based material.

Analytical and problem solving skills are further developed using a range of appropriate 'real' and 'theoretical' international Project Management specific case-studies and problem-based learning scenarios.

Practical, on-line forum sessions are used throughout each Module within the programme to develop practical skills and to place theory in an international, work-related context. Where appropriate, delegates will be encouraged to introduce learning experiences from within their own commercial environments.

To ensure delegates develop and manage their individual research skills ability, a totally new Research Methods and Professional Development Module will be introduced as part of their learning activity with additional development sessions included in subsequent semesters, to reinforce the key skills of research, academic writing and time management required for study at Masters level. These skills are further developed and placed into context in the final semester during which

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delegates will be undertaking a major individual project in order to complete their Master's level dissertation.

Transferable/key skills are pervasive and incorporated into all Modules and assessments as appropriate, e.g. team-working skills are fostered via on-line group activities. Delegates are encouraged to plan their own learning and assessment work schedules and are required to meet on-line submission deadlines. Reflection and self awareness are key features of the programme with opportunity to spend time on these important self-development skills through tutor directed study included within each Module.

The assessment criteria published in each assignment brief will include a mix of formative and summative means of assessing knowledge and skills such as patch work assessments, coursework (submitted, marked and returned electronically), on-line assessment quizzes and tests, on-line presentations, practical industry based assignments, contributions to subject specific online forum topics, presentations, practical assignments, podcasts, and on-line networked group based project work.

Distance Learning Programme Structure, Modules, Credits and Award.

The programme is divided into 7 on-line Modules totalling 135 credits and a Masters Dissertation project of 45 credits. Students complete 180 credits to gain the award of MSc International Project Management. Note: Each credit notionally represents a combination of 10 hours of on-line learning and assessment.

The MSc International Project Management is studied over 24 months part-time (assuming study continuously with 3 week duration breaks at Christmas, Easter and Summer periods). Students may, if they wish, interrupt their study (for example for personal or work related reasons) and resume their attendance for study subject to standard University rules and procedures that apply in this situation.

The structure of this MSc programme modules, credits and awards will include a Pre-Enrolment, Induction Information and Transition Module of 2 weeks duration which will be made available to all prospective students pre-enrolment.
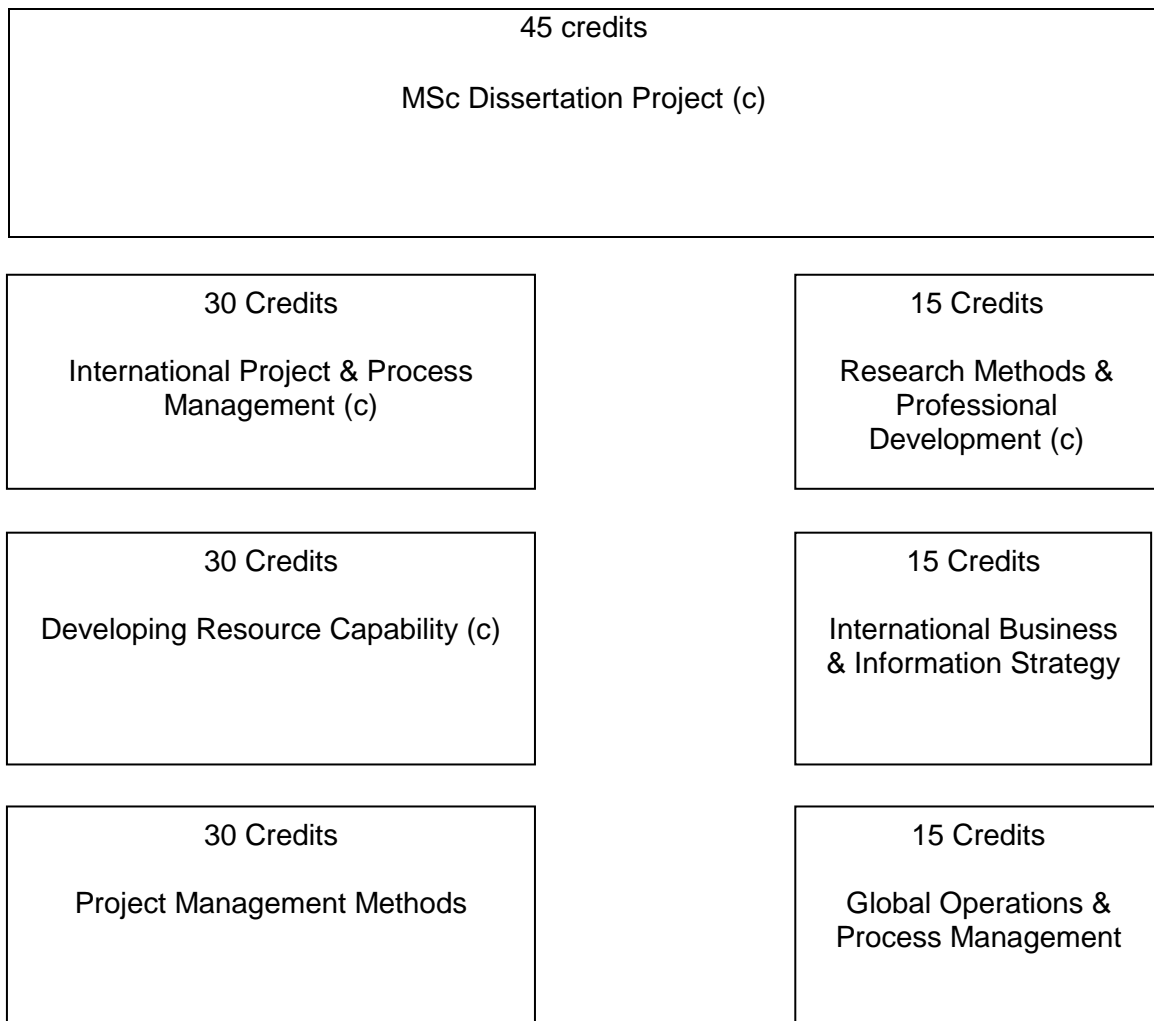The module will bear no credits as it will be offered pre-enrolment.
The module will contain the following elements and information:

a) Full information about the application process, the enrolment process and the fees payment arrangements.

b) Subject to a place being offered on the MSc International Project Management programme, the Module through psychometric style testing ensure prospective enrolees are fully prepared for the rigours of Master's level study on-line.

c) The Module will also provide opportunity in 'second generation', (2G) format to virtually visit the City Centre campus, meet and greet the tutors, ask questions and become fully aware of the wide range of University processes and procedures.

d) The Module will outline the levels of on-line tutoring support, Learning and Teaching Schedules and test the enrolee has the appropriate levels of IT facilities, webcams and audio systems available and are compatible with University requirements.

In addition to this, an induction programme will cover the following topics:

- Course Guide
- Referencing
- Plagiarism
- Academic Skills Centre
- Learning review
- Information literacy

The structure of the course, modules, and credit ratings that can be gained are shown below:

45 credits MSc Dissertation Project (c)

30 Credits International Project & Process Management (c)	15 Credits Research Methods & Professional Development (c)
30 Credits Developing Resource Capability (c)	15 Credits International Business & Information Strategy
30 Credits Project Management Methods	15 Credits Global Operations & Process Management

Notes:

1. There are no pre-requisites; any combination of credits will achieve an award.
2. Common modules shared with MSc International Logistics and Supply Chain Management are denoted by (c).

On-Line Study Period 1 (13 weeks)	International Project and Process Management (30 Credits)	
On-Line Study Period 2 (13 weeks)	Developing Resource Capability (30 Credits)	
On-Line Study Period 3 (6 weeks) (Jun-Aug)	Research Methods and Professional Development (15 Credits)	
On-Line Study Period 4 (13 weeks)	Project Management Methods (30 Credits)	
On-Line Study Period 5 (13 weeks)	International Business & Information Strategy (15 Credits)	Global Operations & Process Management (15 Credits)
On-Line Study Period 6 (19 weeks)	MSc Dissertation Project (45 Credits)	

Award MSc (180 credits)
To exit with a PGCert requires a minimum attainment of 60 credits.
To exit with a PGDip requires a minimum attainment of 120 credits.

Support for Distance Learning including Personal Development Planning (PDP)

Students are encouraged to identify and, with guidance, to reflect on their own learning needs and are offered the following support as appropriate to meet those needs:

- an induction programme dealing with orientation and the dissemination of essential information, including an introduction to the advantages and benefits of undertaking and maintaining Professional Development Planning PDP;
- consistent provision of study time for (PDP) in each Module to enable reflection on learning, performance and achievement and to plan personal, educational and career development. The university offers a range of on-line courses (http://www.moodle.bcu.ac.uk).
- a week within each semester is dedicated to stimulating PDP including: Reflection, Career & Employability, Action Planning, Self Awareness and Self Employment and to develop an individual on-line E-portfolio using Mahara with access to appropriate learning materials, resources and tutor support in a variety of areas;
- the Student Handbook is available on-line throughout the duration of study containing extensive information relating to the University, Faculty, School, programme and individual modules;
- on-line access to administrative staff and to academic staff tutors and the Course Director;
- on-line access to support staff to advise on pastoral, special needs and academic issues;
- on-line access to Faculty resources, including support for IT equipment issues with guidance from, IT support staff;
- on-line access to the University's Student Services, including those offered by the careers service, financial advisers, disability service, counselling service and chaplaincy;
  It should be noted that some services such as those available via the medical centre and the crèche will not be available to delegates enrolled on this particular programme.

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Criteria for admission

Candidates must satisfy the general admission requirements of the programme.
The current admission requirements can be found under the 'Entry Requirements' tab of the web page for this course.

Methods for Evaluation and Enhancement of Quality and Standards

The following Faculty committees are involved in evaluation and enhancement of quality, standards and student experience:

- Board of Studies,

- Faculty Board and its sub-committees,

- Learning and Teaching Committee,

- Academic Standards and Quality Enhancement Committee,

- Student Experience Committee.

Evaluation processes, in which students are involved, include annual course and module reviews, course review and re-approval events, professional body accreditation visits and external examiner visits. Mechanisms for student input include meetings with course tutors, feedback questionnaires, faculty and university student satisfaction surveys and representation on the committees referred to above.