Module Guide

Strategic P3: Portfolio, Programme & Project Management

School of Business

Level 6

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1. MODULE DETAILS

Module Title	Strategic P3: Portfolio, Programme & Project Management
Level	6
Reference No. *(showing level)*	New Module
Credit Value	20 Credits
Student Study Hours	Contact hours: 60 Student managed learning hours: 140 Total: 200
Pre-requisite learning	Level 5: Fundamentals of Project Management
Co-requisites	Level 6: Project Risk, Value & Quality Management
Excluded combinations	None
Module co-ordinator	Dr. Sara Hasani Email: hasanis2@lsbu.ac.uk Room: LR365 Phone: 02078157893
School/Division	School of Business, Division of Business and Enterprise
Short Description	This module develops students through the planning phase of project management. Students will discover the connections between strategic P3: portfolio-management, programme-management and project-management. The module shall include topics of project-based versus non-project-based organisations, activity planning and sequencing, human resource planning, communications planning, and project management planning.
Aims	Overall the module will help students' comprehend the strategic management of the project environment, from the back-office activities to streamlining resource procurement and effective project delivery. The module will bestow students with the understanding and requirements of project office undertakings in order to support decisions making at both operational and strategic levels. • To define the concept of the project organisation office management; • To understand the importance of strategy, leadership and governance to the successful delivery of projects. • To exemplify project environment management, to streamline documentation and delivery practices. Students will assess the BoK of projects, processes, and their integration in order to achieve project management goals, via the PMO.
Learning Outcomes	On completion of this module a student will be able to: **Knowledge and Understanding**: A1: Develop a range of skills covering principles, themes and specialist management instruments for managing projects in strategic environments; A2: Identify, evaluate and reflect on the activities of the PMO through leadership and governance on project strategy; A3: Critically appraise the key strategic project management tools. **Intellectual Skills**: B1: Formulate and evaluate the technical and feasibility aspects of project scenarios and processes with PMO environments;

	B2: Develop a variety of practical approaches and performance measures to monitor project progress for the change control and configuration of the project management; B3: Gain understanding of the process of project evaluation, template documentation for streamlining project activities. **Practical Skills**: C1: Communicate techniques for selecting, planning and executing a project; from a PMO strategic position to effectively communicating ways to facilitate advancement practice and how projects can influence teams and work practices; C2: Demonstrate the use of required resources and specialist management tools for project delivery in practice. **Transferable Skills**: D1: Reflect and adopt a range of methods, techniques and tools for running back-office projects while controlling and evaluating the successful delivery of projects; D2: Communicate effectively within the project context using both technical and non-technical information through feedback techniques to enhance the project practice.
Employability	This module contributes to a student's employability by equipping students with the skills to strategically manage project office and its activities for project undertakings to achieve successful project delivery and strategy deployment. Students will be able to constantly review processes to eliminate failure and streamline project process areas and improve performance based on project results.
Teaching and learning pattern	The module will be delivered with via combination reflexive practices of skill sets that will be built through lectures and workshop seminar sessions, which shall show how to put skills into practice through the management of project office and strategic development of the project environment for controlling and monitoring activities. PMO case studies will be used to explore best practice and issues relating to project management, project control and project improvement processes.
Indicative content	The principal aim of the module it to develop skills and streamline views and strategies in P3 management operations. The indicative content is divided utilising the following topics: • Strategic Project Management • Project Organisation Structures • PMO • P3M • Maturity Models • Leadership in PMO • Project governance • Managing the Strategic Action Cycle • Adaptive Project Management
Assessment *Elements & weightings*	**Formative Assessment** The *formative* elements will help develop the module contents through skills enhancement in the P3 strategies to improve the attainment of knowledge leading to the summative elements (below). The formative elements in the module will serve to: • Provide feedback to modify subsequent learning activities and experiences;

	- Identify and remediate individual deficiencies for the summative elements; - Focus developing the learning outcomes to increase self-efficacy and reduce the negative impact of extrinsic motivation; and - Improve the metacognitive awareness of P3 strategies. **Summative Assessment** ***This module is 100% coursework assessed – consisting of two assessments:*** **Coursework 1 (50%)** Develop a Strategic Project Report for the use of PMO's c. 2,500 words **Coursework 2 (50%)** Establish and plan the setting-up a PMO c. 2,500 words
Indicative Sources *(Reading lists)*	**Core Reading:** Kodukula, PSK 2006, *Organizational Project Portfolio Management : A Practitioner's Guide*, J. Ross Publishing, Plantation. Johnson, WH, & Parente, DH 2013, *Project Strategy and Strategic Portfolio Management : A Primer,* Business Expert Press, New York. Kloppenborg, TJ, & Laning, LJ 2012, *Strategic Leadership of Portfolio and Project Management : Bridging the Gaps Between Setting and Executing Strategy,* Business Expert Press, New York. **Background Reading:** Johnson, WH, Parente, DH 2013, Project Strategy and Strategic Portfolio Management : A Primer, Business Expert Press, New York. APM (2012). *APM Body of Knowledge* (6th edition). UK: Association for Project Management. **Optional Reading:** Meredith, J.R., Mantel, S.J. Jr., Shafer, S.M., & Sutton, M.M. (2014). *Project Management in Practice* (5th edition). Wiley. Barclay, C., & Osei-Bryson, K-M. (2015). *Strategic Project Management: Contemporary Issues and Strategies for Developing Economies*. CRC Press Schmidt, T. (2009). *Strategic Project Management Made Simple: Practical Tools For Leaders And Teams*. Chichester: John Wiley & Sons. Levine, H.A. (2005). *Project Portfolio Management.* San Francisco: Jossey-Bass.