

Module 27: Project Management

Stage				3			
Semester				1			
Module Title				Project Management			
Module Number				27			
Module Status				Elective			
Module ECTS Credits				5			
Module NFQ level				8			
Pre-Requisite Module Titles				N/A			
Co-Requisite Module Titles				N/A			
Capstone Module?				No			
List of Module Teaching Personnel				Martin Murphy			
Contact Hours				Non-contact Hours			Total Effort (hours)
46				54			100
Lecture	Practical	Tutorial	Seminar	Assignment	Placement	Independent Work	
36		10		20		34	100
Allocation of Marks (Within the Module)							
	Continuous Assessment	Project	Practical	Final Examination	Total		
Percentage Contribution	50%			50%	100%		

Intended Module Learning Outcomes

On successful completion of this module, the learner will be able to:

1. Discuss the importance of a structured approach to project management
2. Create a project plan for a project scenario that includes key tasks, critical path, dependencies and realistic timeframes
3. Apply various tools and techniques to initiate, plan and evaluate a project
4. Evaluate the critical role of resource allocation to projects
5. Analyse the monitoring and control approaches in a project

Module Objectives

This module examines in detail the subject of project management. The module assesses the importance of identifying, assessing, controlling and managing projects in a business context. Learners gain an appreciation of project management best practice and assess the relationship between project management, technology and strategy.

Module Curriculum

- Introduction: Why Project Management?
- The Organizational Context: Strategy, Structure, and Culture
- Leadership and the Project Manager
- Scope Management
- Proper Definition of Business Requirements
- Stakeholder Management
- Communications and Change Management
- Project Team Building, Conflict, and Negotiation
- Risk Management
- Cost Estimation and Budgeting
- Project Scheduling: Networks, Duration Estimation, and Critical Path
- Project Scheduling: Lagging, Crashing, and Activity Networks
- Critical Chain Project Scheduling
- Resource Management
- Project Evaluation and Control
- Project Closeout and Termination

Reading lists and other learning materials

Vaidyanathan, G., (2013) *Project Management: Process, Technology and Practice: International Edition*, Indiana University, South Bend

Pinto, J.K.,(2015) *Project Management: Achieving Competitive Advantage*,4th edition. Pearson

Mantel, S.J., Meredith, J.R., Shafer, S.M., Sutton, M.M. (2008) *Project Management in Practice*, 3rd edition. Wiley

Project Management Institute (2004), *A Guide to the Project Management Book of Knowledge*, 3rd edition. PMI Publications

Module Learning Environment

The learning environment is designed to foster peer relationships that lead to successful learning. Feedback is given to the learners but also received from the learners. Lecture rooms are used for teaching purposes for the delivery of this module. Tutorials are structured to facilitate group discussion, share ideas and allow for further reinforcement of the lecture material using worksheets, case studies and video analysis. All lecture material is also available to learners on Moodle.

Module Teaching and Learning Strategy

This module is delivered through lectures and tutorials. Lectures are participative and dynamic with the use of PowerPoint presentations, videos, guest lecturers, case study analysis, group discussions and debate. Tutorials allow learners to apply knowledge gained in the lectures, individually or in groups. Learners are required to undertake extensive reading of assigned material prior to class, and then encouraged to participate in discussions and group work by expressing opinions and asking questions.

Module Assessment Strategy

50% of the marks are allocated to coursework. This requires learners to undertake an extensive case study analysis of a project and may require them to then present their research in an essay/ report, and/ or presentation. An example of the outcomes from a project report may be as follows:

- To analyse an existing process and suggest any improvements that needs to be made. Examples may include a study of the logistic systems used by IKEA, improvement in a technology for the delivery of product and/or services for an organisation or scoping a project on behalf of a client and producing a viability report.
- To study project management practices in industry from the point of describing risks, benefits, best practices along with industry examples of each.

The remaining 50% is allocated to an end of semester closed book examination. The questions contain both theory and practical elements and many of the module learning outcomes are assessed in the exam.

Constructive Alignment of Assessment

Module Learning Outcomes	Assessment Strategy	
	Assignment	Exam
Discuss the importance of a structured approach to project management.	Yes	Yes
Create a project plan for a project scenario that includes key tasks, critical path, dependencies and realistic timeframes	Yes	
Apply various tools and techniques to initiate, plan and evaluate a project.	Yes	
Evaluate the critical role of resource allocation to projects.	Yes	Yes
Analyse the monitoring and control approaches in a project.	Yes	Yes