

MSc Project Management (full-time)
For students entering in 2017/8

Awarding Institution:	University of Reading
Teaching Institution:	University of Reading
Relevant QAA subject Benchmarking group(s):	
Programme length:	12 months
Date of specification:	17Aug/2017
Programme Director:	Dr Shu-Ling Lu
Board of Studies:	SCME Board of Studies for Postgraduate
Programmes	
Accreditation:	Chartered Institute of Building; Royal Institution of Chartered Surveyors

Summary of programme aims

The aim of the programme is to prepare students for careers as project managers in construction and property development and for senior management and board level positions in their organisations. In particular, the programme aims to:

- Provide up to date knowledge and understanding of key management concepts and theories and of recent developments in the construction sector.
- Develop the capacity for management of complex projects, specifically in a construction-related environment.
- Develop the ability to listen to others, co-ordinate and influence peer management in a co-operative and assertive way.
- Develop the capacity to evaluate complex management situations, draw upon concepts and ideas and act decisively.
- Develop the confidence to make judgements where data is partial or lacking, drawing upon the learning from the programme in the light of experience.

Transferable skills

The University's Strategy for Teaching and Learning has identified several generic transferable skills, which all students are expected to have developed by the end of their degree programme. In following this programme, students will have had the opportunity to enhance their skills relating to career management, communication, information handling, numeracy, problem-solving, team working and use of information technology.

The programme will also develop the following transferable skills:

- Critical systems theory skills
- Systems dynamics and systems evolution analysis skills
- Reflective practitioner skills
- Inter-professional team working skills
- General professional capabilities, including: time management and managerial skills

Programme content

The programme offers six core modules and four optional modules to be taken from the list below. Flexibility in the choice of optional modules enables candidates to tailor the programme to their own learning requirements.

Core modules:

<i>Code</i>	<i>Title</i>	<i>Credits</i>	<i>Level</i>
CEM100	Dissertation and Research Skills	60	7
CEM103	Project Management: Principles and Practice	40	7
CEM201	An Introduction to Project Management	10	7
CEM205	Human Resources Management	10	7
CEM206	Construction Contract Law	10	7
CEM230	Design Management	10	7

Optional modules - Any four from this list:

CEM203	Financial and Management Accounting in Construction	10	7
CEM204	International Construction	10	7
CEM208	Information Systems in Construction	10	7
CEM213	Urban Sustainable Development in Emerging Economies	10	7

CEM225	Building Information Modelling	10	7
CEM228	Construction Economics	10	7
CEM238	Construction Cost Engineering	10	7
CEM242	Advanced Visualisation and Interactive Technologies	10	7
CEM243	New Technology, Management and Change	10	7
CEM244	Analysing Construction Processes	10	7
CEM302	Strategic Management	10	7
CEM303	Sustainable Design, Construction and Operation	10	7
CEM334	Innovative Developments in Construction	10	7
CEM335	Real Estate Development Appraisal and Analysis	10	7

Part-time or modular arrangements

This programme may be taken on a part-time basis, normally over 24 months, up to a maximum of 63 months, with a choice of September or January start. January starts involve spreading the period of study over three academic years, with a view to graduating in December of the third year.

All 10-credit modules will be provided in one-week attendance periods at the University.

Any 10-credit module provided by the School can be taken as a short course on an ad-hoc basis.

Progression requirements

There are no intermediate progression requirements in this programme.

Summary of Teaching and Assessment

The general assessment pattern for each module is by coursework. Detailed assessment regimes are specified in the relevant module descriptions.

The overall mark for the programme will be the aggregate mark of modules, weighted by credit value and classified as below. For further details see 'How to calculate an award' at <http://www.reading.ac.uk/exams/>

The programme uses the University's classification scheme:

Passing categories:

70-100% Work of distinction standard

60-69% Work of merit standard

50-59% Work of good standard

Failing categories:

40-49% Work below threshold standard (BTS)

0-40% Unsatisfactory Work

Further information on the classification conventions, including borderline criteria, are available at <http://www.reading.ac.uk/internal/exams/Policies/exa-class.aspx>

Masters award

To obtain the Masters award a student must take 180 credits consisting of the six compulsory core modules and four optional modules. To pass the MSc students must gain an average mark of 50 or more over 180 credits including a mark of 50 or more for the dissertation. In addition, the total credit value of all modules marked below 40 must not exceed 30 credits and the total credit value of all modules marked below 50 must not exceed 55 credits.

Students who gain an average mark of 70 or more overall or an average mark of 68 or more and a mark of 70 or more in 90 credits, including a mark of 60 or more for the dissertation, and have no marks below 40 will be eligible for a Distinction. Those gaining an average mark of 60 or more overall or an average mark of 58 or more and a mark of 60 or more in 90 credits, including a mark of 50 or more for the dissertation, and have no mark below 40 will be awarded a Merit.

Diploma Award:

To obtain the Postgraduate Diploma a student must take 120 credits including at least three compulsory core modules (not including 'CEM100 Dissertation and Research Skills' or 'CEM105 Emerging Economies Integrating Studies'). To pass the Diploma students must gain an average mark of 50 or more over the 120 credits. In addition, the total credit value of all modules marked below 40 must not exceed 30 credits and the total credit value of all modules marked below 50 must not exceed 55 credits.

Students who gain an average mark of 70 or more over 120 credits or an average mark of 68 or more over 120 credits and a mark of 70 or more in 60 credits and have no mark below 40 will be awarded a Distinction. Those

gaining an average mark of 60 or more over 120 credits, or an average mark of 58 or more and a mark of 60 or more in 60 credits and have no mark below 40 will be awarded a Merit.

Certificate Award

To obtain the Postgraduate Certificate a student must take 60 credits consisting of three compulsory core modules (not including 'CEM100 Dissertation and Research Skills' or 'CEM105 Emerging Economies Integrating Studies'). To pass the Certificate, students must gain an average mark of 50 or more over the 60 credits. In addition, the total credit value of all modules marked below 40 must not exceed 10 credits.

Note: A module cannot be credited for more than one award.

Admission requirements

Applicants are normally required to have a good undergraduate honours degree, preferably with some relevant industrial experience. Candidates with a lesser degree and relevant professional qualifications (e.g. RIBA, ARICS, MICE, MCIOB, MCIBSE) may also be considered.

Admissions Tutor: Dr Shu-Ling Lu

Support for students and their learning

University support for students and their learning falls into two categories. Learning support is provided by a wide array of services across the University, including: the University Library, In-sessional English Support Programme, the Study Advice and Mathematics Support teams and IT Services. There are language laboratory facilities both for those students studying on a language degree and for those taking modules offered by the Institution-wide Language Programme. Student guidance and welfare support is provided by Personal Tutors, School Senior Tutors, the Students' Union, the Medical Practice and the Support Centres. If a student has a general enquiry and is unsure where to seek help, they should visit their Support Centre. There are five Support Centres across the University, including one based at the London Road Campus. The Support Centre will be able to advise on matters such as extenuating circumstances, module selection, suspensions, withdrawals, timetable queries and transferring programme. The Support Centre will also be able to signpost students to Carrington building where other University services related to disability, financial support, counselling and wellbeing, accommodation and careers can be found. More information on what student services are available can be found here: <http://student.reading.ac.uk/essentials>.

All students in the School are provided with guidance and support for their learning in a variety of ways. Interaction takes place with the Programme Director, Lecturing Staff and Dissertation Supervisors who provide guidance throughout the period of study. Dissertation Supervisors will guide students through the dissertation by organising regular structured meetings. A minimum of 12 supervision meetings would be expected during the programme at times that are mutually convenient. Furthermore all students will be able to meet the Programme Director and lecturing staff at mutually convenient times throughout the year. The School's administrative, support and technical staff help to support and personalise students' experience with the School. In addition to the above, students will have access to the SCME Resource Room and receive a detailed programme handbook and other relevant information packages. The Programme Director will also organise an annual induction event where all students will be welcomed by their lecturing staff in a friendly and informal setting.

All modules are supported by learning materials on a dedicated website. Students are given access to the material via the Blackboard platform, which can be accessed on or off campus.

Career prospects

The programme-specific aim is to develop specialist skills in project management. These arise from the students being exposed to theory, research and methods of critical evaluation, bringing their work-based skills to bear in applying the lessons to their career environment. This will equip students who successfully complete the programme to:

- operate with increased authority within their area of core expertise
- manage others in a team environment
- obtain promotion within or outside their organisation of employment.

Opportunities for study abroad or for placements

There are no formal arrangements for study abroad or placements.

Programme Outcomes

Knowledge and Understanding

A. Knowledge and understanding of:

1. Management strategies and operational response in a project management environment
2. Human resource management, particularly in work undertaken to contract
3. Strategic management theories and approaches in practice
4. Marketing, sales and delivering client satisfaction through effective management
5. Evaluating risk and generating value in a project management environment
6. Financial management and accounting in a project environment
7. Construction economics and the firm
8. Understanding management strategy and practice in other industries
9. Management of international construction
10. Business systems to integrate real estate and management
11. Legal requirements of operating in a project environment
12. Process management

Teaching/learning methods and strategies

The core one-week modules provide the concepts in a variety of disciplines that form the multi-disciplinary study. Optional modules allow students to tailor their learning experience to their needs. Application of the principles is undertaken in the integrating studies module. Teaching methods include formal lectures, guest lecturers from invited industry speakers, tutorial discussions, individual and group presentations, group exercises, case studies, guided reading and guidance on key sources of reference material. Feedback and guidance are important elements in formative assessment and complement an emphasis on self-study. Learning is supported by Blackboard VLE.

Assessment

Details of assessment are provided in the module descriptions. Modules are individually assessed through assignments and coursework, with some group work. The assessment in the integrating studies module is designed to focus on the application of knowledge from individual modules. Independent research skills and the ability to produce a major report are assessed in the dissertation.

Summary

Teaching and learning is offered through case-supported lectures and tutorials, web-based material, guest speakers from international firms, visits to national and international institutions, and guided reading

Skills and other attributes

B. Intellectual skills - *able to*:

1. Analyse and solve problems
2. Think strategically
3. Synthesis complex sets of information
4. Understand the changing nature of knowledge and practice in the management of project environments and construction organisations
5. Select and transfer knowledge and methods from other sectors to the project and construction based organisation.

Teaching/learning methods and strategies

Opportunities to understand theory and evaluate concepts are embedded throughout the programme. Emphasis is placed upon making judgements as to what bodies of knowledge and concepts are applicable to situations - which can be integrated, used in parallel or are in conflict or opposition to each other.

Assessment

The coursework is designed to test the student's ability to develop and command these intellectual skills. The Dissertation is the culmination of this process and a maturity of critical awareness and construction evaluation is tested at stage.

Summary

Intellectual skills are gained through all modes of teaching/learning as part of every module and are assessed through individual and teamwork assignments, reports, presentations, class tests and a dissertation.

C. Practical skills - *able to:*

1. Understand and construct business planning and implementation
2. Formulate and solve management problems within and across functional areas of the project and construction based organisation
3. Show a capability to act decisively in a co-ordinated way using theory, better practice and harness this to experience
4. Use concepts and theories to make judgements in the absence of complete data.

Teaching/learning methods and strategies

The core modules are designed to introduce the key theories and concepts to the student. Opportunities are provided to apply these to specific situations through problem solving exercises and through coursework.

The optional modules focus upon specialist areas in which the practical lessons are explored.

Through this process the student is required to make connections between the course related material and their in-career work experience and/or their prior working experience in the field of management.

Assessment

Coursework assesses the depth of understanding of knowledge, which required articulation of both the practical implication and application of knowledge.

Summary

All practical skills will be developed through case-based group assignments and finally demonstrated and improved through a dissertation. In addition to that students will learn practical skills through directed reading and lectures.

D. Transferable skills - *able to:*

1. Develop the capacity to analyse and articulate complex management issues in the project and construction environment
2. Assess what knowledge is transferable from other context into the management approaches within this working context
3. Be confident in applying learning experience to practical management situations
4. Work as part of a team
5. Source material and knowledge from a variety of fields and effectively judge what can be integrated and applied
6. Attain and apply knowledge and information that will help develop their career.

Teaching/learning methods and strategies

In depth evaluation of ideas and issues through seminar discussion, problem solving exercises conducted individually and in groups, plus coursework provide the mix to articulate these aspects both separately and together through different learning methods

Assessment

Coursework provides the main means of assessing how the introduction and development of these skills is progressing. The coursework will assess all the skill aspects to a general level of transfer appropriate at Masters level.

The Dissertation provides the main means to ascertain maturing in some of these areas within a focussed topic and hence in depth.

Summary

Transferable skills are attained through all modules in the way of exercises, problem-solving assignments, presentations, lectures, and through the Blackboard VLE.

Please note - This specification provides a concise summary of the main features of the programme and the learning outcomes that a typical student might reasonably be expected to achieve and demonstrate if he/she takes full advantage of the learning opportunities that are provided. More detailed information on the learning outcomes, content and teaching, learning and assessment methods of each module can be found in the module description and in the programme handbook. The University reserves the right to modify this specification in unforeseen circumstances, or where the process of academic development and feedback from students, quality assurance process or external sources, such as professional bodies, requires a change to be made. In such circumstances, a revised specification will be issued.