

Module code	PRM701	Level	7
Module title	Cultivating Project Management Leadership and Change		
Status	Core		
Teaching Period	Spring		
Courses on which the module is taught	MSc Project Management		
Prerequisite modules	None		
Notional learning hours	200	Credit value	20
		ECTS Credits	10
Field trips?	Subject to industry and APM events All field trips are subject to availability and are optional		
Additional costs	N/A Any costs will be borne by the University		
Content notes	N/A		

1. Module description

Project managers and leaders are agents for change. The essence of project management is about leading and taking individuals and teams through the intricate process of change, resulting in successful project outcomes. In this module, you will explore various theories and models of project management leadership. Drawing on case studies and live business situations, you will investigate the different leadership styles needed in different types and scopes of projects. You will gain emotional and cultural intelligence and awareness to handle stakeholders, foster effective collaboration and achieve project success. You will also gain insights into various approaches to change management and resistance, considering the ever-evolving nature of project management and emerging technologies such as AI. Upon successful completion of the module, you will be able to lead and manage project teams, including diverse and virtual teams. You will also acquire the confidence to initiate, execute and lead a successful project by applying appropriate leadership models and styles.

2. Learning Outcomes

Upon successful completion of this module, you will be able to:

Collaboration (MLO 1)

Lead and negotiate with project teams to solve challenges from small to large and complex projects.

Decision Making (MLO 4)

Formulate informed decisions in project management leadership using critical and reflexive thinking.

Discipline Knowledge (MLO 7)

Critique and synthesise theories, concepts and methodologies in relation to leadership and change management

Human & Environmental Impact (MLO 10)

Evaluate the impact of project team activity, including your own, on project stakeholders and on the environment to offer sustainable solutions.

3. Learning and teaching methods, and reasonable adjustments

Every week, you will engage in a lead event designed to equip and inspire you with knowledge and insights on leadership and transformation in project management. These lead events may take various forms, such as masterclasses, guest speakers, forums, field trips, or exhibitions. Additionally, each week, you will participate in seminars that are carefully crafted to enhance your understanding and learning. These seminars will encompass a range of activities, including student-led discussions, analysis of case studies, examination of real-world business scenarios pertinent to project management leadership and challenges, the utilization of digital learning applications, and self-assessments. During these sessions, you are strongly encouraged to seize formative assessment opportunities to deliberate on your work and progress.

Learning hours			200
Directed learning			48
Workshops (48)			
Guided/Self-guided learning			152

4. Assessments and weighting, reasonable adjustment, and feedback methods**Assessment 1: Case Study, 100% TMM**

Maximum Word Count or Equivalent: 3500 words

As a group, you will choose a real or hypothetical project management case study and analyse the critical role of leadership in managing change in a project. Your analysis will apply relevant leadership models and styles to evaluate their impact on project outcomes, team dynamics and stakeholder engagement. Based on this analysis, you will provide actionable recommendations to enhance the leadership approach within the chosen case study.

Allocation of marks for group work will be specified in the assignment brief.

Reasonable adjustments for the assessment will be confirmed with students that have a support plan in place.

Mapping of assessment tasks:

Assessment components	LO1	LO4	LO7	LO10
Case study analysis	x	x	x	x

The above assessment components are summative. Students will have the opportunity for formative assessment and feedback before each summative assessment.

5. Indicative resources

Association of Project Management (2023). APM Body of Knowledge (7th edition).

<https://www.apm.org.uk/book-shop/apm-body-of-knowledge-7th-edition/>

Association of Project Management (2023). APM Competency Framework (3rd edition)

<https://www.apm.org.uk/v2/media/1cflfk3t/apm-competence-framework-3rd-editionfinalrevised.pdf>

Hodges, J. (2021). Managing and Leading People through Organizational Change: The Theory and Practice of Sustaining Change through People (2nd Edition). Kogan Page.

Northouse, P.G. (2021). Leadership: Theory and Practice (9th Edition). Sage Publications, USA.

Main Journals: Leadership, Leadership and the Humanities, Leadership Quarterly, Leadership and Organisation Development.

Other sources:

Project Management Institute (PMI) (<https://www.pmi.org>),

Association of Project Management (APM) (<https://www.apm.org.uk>)