

Module code	PRM703	Level	7
Module title	Global Issues in Complex Project Management		
Status	Core		
Teaching Period	Autumn		
Courses on which the module is taught	MSc Project Management		
Prerequisite modules	No		
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

This module delves into the multifaceted challenges, complexities and dynamics that arise when managing projects on a global scale – across multiple countries, cultures and stakeholders.

You will explore key topics such as cross-cultural communication, stakeholder engagement, assessing and mitigating risk, ethical considerations, Agile practice and sustainability – all in the context of complex project management. Through case studies, interactive discussions and practical exercises, you will develop critical thinking skills and learn to navigate the intricate landscape of global projects.

The module emphasises the importance of adaptability, cultural intelligence and effective leadership. By the end of the module, you will have a comprehensive understanding of the knowledge and skills necessary to tackle complex global challenges, and you will be able to contribute to the success of projects in diverse and dynamic environments.

2. Learning Outcomes

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

Digital Data & Tools (MLO 6)

Appraise and utilise digital tools and complex data as part of complex, global projects

Discipline Knowledge (MLO 7)

Critique and synthesise theories, concepts and methodologies stemming from global issues in project management.

Interdisciplinary Perspectives (MLO 9)

Integrate different interdisciplinary perspectives in proposing insights into multifaceted, complex scenarios in project 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

This module takes an active-learning approach which places you at the centre of your own learning journey. 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. These will enable you to master strategies to mitigate risks, foster collaboration and achieve objectives across diverse cultures and industries. Additionally, each week, you will participate in workshops that are carefully crafted to enhance your understanding and learning. These workshops 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.

This will then culminate in summative assessments which will showcase how you have met the learning outcomes of the module.

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

4. Assessments and weighting, reasonable adjustment, and feedback methods**Assessment 1: Project (Group Assessment), 100% TMM**

Maximum Word Count or Equivalent: 3600 words

In this collaborative endeavour, you will work together in groups, to analyse a real-world complex global project. Your group will select a high-profile international project, evaluating its challenges and successes within the context of diverse cultural, political, and economic factors. Your group will conduct in-depth research, identifying key issues and proposing innovative solutions. Emphasizing teamwork and effective communication, you will collectively present your findings to the class, fostering a dynamic exchange of ideas.

For the project, you will choose a specific global issue within the realm of project management and conduct a detailed analysis. You will explore the issue's impact on international projects, considering various perspectives and proposing strategic solutions. This assignment encourages independent research, critical thinking, and innovative problem-solving skills. You will submit a well-structured report outlining your analysis, supported by relevant theories and evidence.

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

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

Mapping of assessment tasks:

Assessment components	MLO6	MLO7	MLO9	MLO10
Project	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>

International Project Management Association (2022). Project Leadership & Society.
<https://shop.ipma.world/shop/ipma-publication/books-ipma-publication/project-leadership-and-society-2/?v=79cba1185463>

Khatib, M. et al, (2022) How Can Collaborative Work and Collaborative Systems Drive Operational Excellence in Project Management? Journal of Service Science and Management, 15, 297-307. <https://www.scirp.org/journal/paperinformation.aspx?paperid=118238>

Magano, J., et al (2021). The contribution of project management to a more sustainable society: Exploring the perception of project managers, Journal of Project Leadership and Society. <https://www.sciencedirect.com/science/article/pii/S2666721521000144>

Skenderi & Skenderi. (2021). Global Issues in Project Management
<https://knowledgecenter.ubt-uni.net/cgi/viewcontent.cgi?article=3715&context=conference>

Wu, T. (2022), Digital project management: rapid changes define new working environments, Journal of Business Strategy, Vol. 43 No. 5, pp. 323-331.
<https://www.emerald.com/insight/content/doi/10.1108/JBS-03-2021-0047/full/html>

Other sources:

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

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