



## MSc Managing Major Projects and Programmes

If you are actively managing projects or programmes and wish to develop your professional value then the part-time MSc Managing Major Projects and Programmes is for you. Ideally you will have a good honours degree and at least three years' experience in leading projects or programmes. If you have considerable, relevant management experience and do not meet the academic requirement, you may still be able to join the course.

The MSc focuses on high performance areas that ensure success and addresses the increasing need for highly capable project and programme managers who will become leading project professionals.

### Benefits to you and your organisation include:

- Payback from your attending the first module and throughout the programme, through a carefully designed blend of contact modules and distance learning
- Work-based assignments that critically assess your current workplace practices, with informed feedback on how to upgrade and improve those practices
- The opportunity for you to network with managers from other industries and develop an understanding of best practice in those industries
- Development of your capability towards being able to deliver the most business critical, major change initiatives and product development – giving your organisation real competitive advantage
- Development of your skills to become a leader and champion of project and programme management with your peers – a step towards your organisation becoming a centre of excellence.

### Organisations that have sponsored participants include:

- |                              |                  |                          |
|------------------------------|------------------|--------------------------|
| ■ Britannia Building Society | ■ GCHQ           | ■ National Trust         |
| ■ BT                         | ■ HBOS           | ■ Royal Bank of Scotland |
| ■ CITI                       | ■ HSBC           | ■ RWE npower             |
| ■ Douglas Wallace            | ■ HSBC Rail      | ■ UKAEA                  |
| ■ Eurostar                   | ■ IFS Defence    | ■ UK Film Council        |
|                              | ■ Morgan Stanley |                          |

***“Anyone completing this course will become a better project manager and will have more confidence of project success”***

*Gavin Ross, BT*

## Aim and objective

The aim of the MSc is to develop professional project and programme managers, qualified to manage the most complex programmes, skilled enough to run cross-discipline business and technical projects, and expert in the politics and processes of the project and programme community.

As a graduate of the MSc, you will be one of your organisation's most capable project and programme managers, understanding how best to apply processes and techniques to solve problems in your management of programmes and major projects.

## Ethos

The part-time MSc is constructed to create a lasting impact on your knowledge, skill levels and approach by challenging your beliefs and behaviours in the execution of projects and programmes. The outcome is an authoritative and expert practitioner, who bases decisions and judgments on evidence derived from reliable sources and practical experiences, interpreted through critical reflection.

Your knowledge and understanding is developed through analysis of projects and programmes that have been executed and reviewed by expert peers and judged by history. Engagement in practical activities is used to create accelerated experiences. This is followed by a rigorous debriefing that analyses the factors impacting the decision processes and implementation, introducing a reflective approach leading to self-appraisal of performance.

## You are expected to acquire and develop the ability to:

- Identify and analyse differing perceptions of a situation
- Accept complexity and uncertainty, and act effectively under these conditions
- Critically review your personal performance in discharging your responsibilities
- Apply appropriate tools and techniques to achieve the outcomes required of you when acting as a project or programme manager
- Transfer strategies, policies and techniques from other domains successfully into your project and programme context, where they offer insights and solutions to difficult problems
- Network with your peers and other managers to broaden your understanding and value
- Coach and 'bring on' colleagues and potential project and programme managers.

## Approach to learning

High-impact workshops, case studies, lectures and syndicate exercises are used to provide access to, and input from, tutors who are practising programme and project managers with a passion for teaching. The wealth of experience they bring spans many major industries and government organisations. They are there to challenge as well as support you, to help develop your professional behaviours and enable you to become a highly valued member of your organisation's project and programme management community.

The distance learning modules allow you to extend your understanding of key areas and provide the opportunity to fully investigate key concepts and experiences.

## Structure

The following provides an overview of the structure and level of commitment for the MSc. More detailed descriptions are available from [postgraduatestudies@citi.co.uk](mailto:postgraduatestudies@citi.co.uk)

Induction day	1 day*
Module 1 – advanced project management Unit one – focus on success Unit two – focus on delivery	3 days 4 days
Distance learning and two work-based assignments	
Module 2 – complex factors in project management Unit one – contract management in complex projects Unit two – project success through people	3 days 2 days
Distance learning and two work-based assignments	
Module 3 – organisational problem solving Project workshop (optional)	1 day
Module 4 – the value proposition Unit one – major projects – the three Ps defined Unit two – establishing the value proposition	4 days
Distance learning and one work-based assignment	
Module 5 – extracting value Unit one – delivering value Unit two – transforming the organisation	4 days
Distance learning and one work-based assignment	
Module 6 – research methods in the workplace	
Module 7 – dissertation	

\* Durations in days signify contact events (taught units or workshop).

The MSc is a part-time course that is designed to be completed in two to three years.

If you have completed CITI's advanced project management course in the last two years or have partially completed an appropriate course at another university, you may be able to gain exemption from one or more components of the degree. Please contact [ncpm@mdx.ac.uk](mailto:ncpm@mdx.ac.uk) to discuss your options.

## Subject areas

Emphasis is placed on topics that are critical to the success of major projects and programmes. The subject areas that make up the MSc have been identified through applied research and consultancy services carried out by CITI, the National Centre for Project Management and other expert bodies. Since 1989, we have profiled over 11,000 programme and project managers and reviewed well over 1,000 programmes and projects, carried out in government organisations, multi-nationals, engineering, IT, financial services and utilities. The findings from this research have helped shape the MSc as a highly practical course developing these high performance behaviours and focused on delivering value from the first module.

## Subject areas include:

- Business strategy
- Translating vision to reality
- Business change management
- Benefits and the business case
- Business risk
- Organising work into portfolios, programmes and projects
- Structuring a programme
- Project success
- Stakeholder management
- Project mission
- Project planning
- Leadership and motivation
- Working with teams
- Communication
- Visibility
- Contracting
- Requirements management
- Tender process
- Command and control
- Managing virtual teams
- Design and delivery management
- Earned value management
- Risk management
- Value management – practical application
- Strategic supply chain management
- Portfolio structuring and risk diversification
- Major and mega projects
- Topical mega-projects and major projects and the specific societal repercussions

## Assessment

Assessment is through work-based assignments and a dissertation. Each of these is focused on your own working environments. There are no exams.

Work-based assignments are used to encourage you to apply concepts, tools and techniques to your own projects and programmes. Feedback from the work-based assignments is of value both to you and your organisation, and typically leads to significant commercial payback.

*“The support for the course from both CITI and the university can only be described as exceptional! Having been out of education for nine or so years I find this level of support very reassuring”*

*Shane Dewhurst, HSBC Rail*

**NATIONAL CENTRE FOR  
PROJECT MANAGEMENT**



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*for projects and programmes*

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