

NATIONAL CENTRE FOR  
PROJECT MANAGEMENT



**|c|i|t|i|**  
*for projects and programmes*

## MSc Managing Major Projects and Programmes

Do you wish to improve your organisation's capability to successfully run programmes and major projects? Are you interested in developing a professional attitude in your project and programme management community? Do you need to develop your managers to run the most challenging of change initiatives or major product developments?

If the answer to any of these questions is yes, you should consider sponsoring your most promising managers through the part-time MSc Managing Major Projects and Programmes. The MSc addresses the increasing need for highly capable project and programme managers to become leading professionals in their organisations. The course has been jointly developed by the National Centre for Project Management at Middlesex University, which has established a reputation for excellence in practice-based research, and CITI, a company that specialises in project and programme management consultancy and development.

### Benefits to your organisation and your managers include:

- Payback from the very first intervention and throughout the programme using a carefully designed blend of contact modules and distance learning
- Work-based assignments that critically assess current workplace practices, with informed feedback on how to upgrade and improve those practices
- An opportunity for your managers to network with managers from other industries and develop an understanding of best practice in those industries, with the potential, where appropriate, to bring those ideas into your organisation
- Development of your organisation's project and programme management community, to deliver the most business critical major change initiatives and product development – giving you real competitive advantage
- Development of your organisation's in-house expertise to the highest level. These senior managers will develop the skills to become your leaders and champions of project and programme management – a step towards becoming a centre of excellence in your business critical area.

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

*Gavin Ross, BT*

## You will be in good company

Organisations that have sponsored participants include:

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

## 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 graduates of the MSc, your managers will be some of your organisation's most capable project and programme managers, understanding how to best apply processes and techniques to solve problems in their management of programmes and major projects.

## Ethos

The part-time MSc is constructed to create a lasting impact on the knowledge, skill levels and approach of your managers, by challenging their 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 managers 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 their personal performance in discharging their responsibilities
- Apply appropriate tools and techniques to achieve the outcomes required of them when acting as a project or programme manager
- Transfer strategies, policies and techniques from other domains successfully into their project and programme context, where they offer insights and solutions to difficult problems
- Network with peers and other managers to broaden their 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 your managers, to help develop their professional behaviours and enable them to become highly valued members of your organisation's project and programme management community.

The distance learning modules allow them to extend their 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. Further information on the MSc is available at [www.cs.mdx.ac.uk/ncpm/msc1.html](http://www.cs.mdx.ac.uk/ncpm/msc1.html) and [http://www.citi.co.uk/Postgraduate\\_studies](http://www.citi.co.uk/Postgraduate_studies) or by emailing [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 course is scheduled to start at different times during the year, which allows you and your managers to best match the commitment to the MSc with their work commitments. If you want to develop a number of your managers, you can balance the commitment of valuable resources over a reasonably short time frame.

## Relevancy

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 applied research have helped shape the MSc as a highly practical course developing 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
- Executing a programme
- Project success
- Stakeholder management
- Project mission
- Project planning
- Communication
- Leadership and motivation
- Contracting
- Requirements management
- Tender process
- Command and control
- Working with teams
- Managing virtual teams
- Earned value management
- Risk management
- Portfolio structuring and risk diversification
- Major and mega projects

A fuller list of topics can be found at <http://www.citi.co.uk/Upload/file/MSc%20topic%20list.pdf>.

## Duration

The MSc is a part-time course that is designed to be completed in two to three years. As the focus for the distance learning and work-based assignments is your managers' own projects, programmes and working practices, both they and the organisation are able to benefit from using day-to-day activities in their studies.

## Admission criteria

The MSc is ideally suited to project and programme managers who hold an honours class degree and have at least three years' experience, or those who have substantial management experience.

*"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*

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