

ES9U1-10 Managing the Multi-Project/Programme Environment

21/22

Department

WMG

Level

Taught Postgraduate Level

Module leader

Katy Angliss

Credit value

10

Module duration

1 week

Assessment

Multiple

Study location

University of Warwick main campus, Coventry

Description

Introductory description

Participants will:

- Develop skills and techniques enabling them to better manage effectively in a complex project environment
- Understand and be able to apply control and risk mitigation strategies

Module aims

- i) This module will build upon the knowledge of the essentials of project management established by the Project Planning Management and Control module.
- ii) The ability to apply management tools and techniques in a single project will now be extended to give an ability in the larger, more complex scenario of portfolios, programmes and projects in the multi-project environment, where the interactions and risks present a further dimension of challenges to success.

Outline syllabus

This is an indicative module outline only to give an indication of the sort of topics that may be covered. Actual sessions held may differ.

Contents

- Understanding the multi-project context;
- • Organisational environment for portfolios, programmes and projects;
- 3PM leadership and resource management;
- 3PM tools and techniques for planning, selection, delivery, governance and reporting;
- 3PM lifecycle, maturity and benefits management;
- Project portfolio management;
- 3PM risk management;
- 3PM performance management - including Earned Value Management;
- An exercise in managing multiple projects provides a major part of the experiential learning, illustrating and reinforcing the taught content

Learning outcomes

By the end of the module, students should be able to:

- Critically evaluate the appropriate principles, philosophies, human factors, management structures and success factors when managing portfolios, programmes and projects in the multi-project environment.
- Analyse, justify and where applicable apply the most appropriate tools, methods or approaches considering the associated human, financial, time and business implications or benefits when managing portfolios, programmes and projects in the multi-project environment.
- Demonstrate competence in application when managing change and project, programme and portfolio performance in an uncertain and complex organisational environment.

Indicative reading list

1. APM (2019): Body of Knowledge, 7th Edition. APM Knowledge. ISBN-13: 978-1-903494-82-0.
2. Lock D & Wagner R (2019): The Handbook of Project Portfolio Management. Routledge. ISBN 978-1-138-63501-2.
3. Lazar O (2019): The Four Pillars of Portfolio Management. Routledge. ISBN: 978-1-138-60132-1.
4. APM (2019): Portfolio Management Specific Interest Group's Portfolio Management: A Practical Guide. APM Knowledge. ISBN-13: 978-1-903494-86-8.
5. Buttrick R (2020): The Programme and Portfolio Workout. 1st Ed. Routledge. ISBN 9781138721210.
6. PMI (2018): The Standard for Portfolio Management. 4th Ed. ANSI. ISBN: 978-162825-197-

5.

7. Levin G & Wyzalek J (2015): Portfolio Management A Strategic Approach. CRC Press. ISBN: 978-1-4822-5104-3.
8. Moustafaev J (2016): Project Portfolio Management in Theory and Practice. CRC Press. ISBN: 978-1-4987-6924-2.
9. Reiss G & Rayner P (2013): Portfolio and Programme Management Demystified. Routledge. ISBN: 978-0-415-55834-1.
10. Axelos (2013): Portfolio, Programme and Project Offices (P3O). TSO. ISBN-13: 978-0-11-331422-5.
11. Axelos, Jenner S, & Kilford C (2011): Management of Portfolios (MoP). TSO. ISBN: 978-0-11-331294-8.
12. Duggal J (2018): The DNA of Strategy Execution: Next Gen Project Management & PMO. Wiley. ISBN-13: 978-1-1192-7801-6.

[View reading list on Talis Aspire](#)

Subject specific skills

Ability to critically evaluate portfolio, programme and project management principles, philosophies, human factors, management and organisational structures and success factors and recognise the benefits and/or application of each approach. Analyse, justify and apply where appropriate the tools, methods and approaches covering the associated human, financial, time and business implications or benefits for managing portfolios, programmes and projects in the multi-project environment. Demonstrate competence in managing change and successful portfolio, programme and project performance in an uncertain and complex organisational environment through research and/or practical application

Transferable skills

Critical thinking, problem solving, self-awareness, communication, teamworking, information literacy, digital literacy, intercultural awareness, professionalism, organisational awareness.

Study

Study time

Type	Required
Seminars	19 sessions of 1 hour (19%)
Other activity	21 hours (21%)
Assessment	60 hours (60%)
Total	100 hours

Private study description

No private study requirements defined for this module.

Other activity description

13.5 hours syndicated simulation

4.5 hours student presentation

3 hours other activities

Costs

No further costs have been identified for this module.

Assessment

You do not need to pass all assessment components to pass the module.

Assessment group A1

	Weighting	Study time
Assessed work as specified by department	100%	60 hours
2000 word assignment 80%		
IMA 20%		

Assessment group R

	Weighting	Study time
Assessed work as specified by department	100%	
100% Assignment		

Feedback on assessment

Mark sheet with comments

Availability

Courses

This module is Option list A for:

- Year 1 of TESS-H1PU Postgraduate Taught International Technology Management
- Year 1 of TESS-H6C4 Postgraduate Taught International Technology Management (Hong

Kong)

- Year 1 of TESS-H1X6 Postgraduate Taught Programme and Project Management

This module is Option list B for:

- Year 1 of TESS-H1P2 Postgraduate Award in Engineering Business Management
- Year 1 of TESA-H1P7 Postgraduate Taught Engineering Business Management
- Year 1 of TESS-H1P1 Postgraduate Taught Engineering Business Management
- Year 1 of TWMS-H1Y9 Postgraduate Taught Service Management and Design (Hong Kong)