

**UNIVERSITY OF
LEADING
THE WAY
WESTMINSTER** 
PROGRAMME SPECIFICATION

Course record information

Name and level of final award	MSc in Major Project and Programme Management The MSc in Major Project and Programme Management is a Master's degree that is Bologna FQ-EHEA second cycle degree or diploma compatible.
Name and level of intermediate awards	Postgraduate Diploma in Major Project and Programme Management * Postgraduate Certificate in Major Project and Programme Management * (* Exit awards only)
Awarding body/institution	University of Westminster
Teaching Institution	University of Westminster
Status of awarding body/institution	Recognised Body
Location of delivery	Marylebone campus
Language of delivery and assessment	English
Mode, length of study and normal starting month	MSc: Two years Part time Day, block mode. PG Dip: three semesters part-time PG Cert: two semesters part-time September and January start.
QAA subject benchmarking group(s)	Business and Management
Professional statutory or regulatory body	None currently but APM and PMI accreditation will be sought as well membership of the Major Projects Association
Date of course validation/Revalidation	April 2018
Date of programme specification approval	September 2018
Valid for cohorts	2018/19
Course Leader	Walaa-Eldeen Bakry
Course URL	westminster.ac.uk/courses/postgraduate
Westminster course code	PMBSM16P (PT)

HECoS code	100812 (Project Management)
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UKPASS code	P09PPMPP
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Admissions requirements

There are standard minimum [entry requirements](#) for all postgraduate courses. Students are advised to check the standard requirements for the most up-to-date information.

For most courses a decision will be made on the basis of your application form alone. However, for some courses the selection process may include an interview to demonstrate your strengths in addition to any formal entry requirements.

More information can be found here: westminster.ac.uk/courses/postgraduate/how-to-apply

Recognition of Prior Learning

Applicants with prior certificated or experiential learning at the same level of the qualification for which they wish to apply are advised to visit the following page for further information: westminster.ac.uk/recognition-of-prior-certified-learning.

Course mission

To shape the future of the professional life of its graduates by offering a programme that is inspirational and driven by strategic thinking in a modern learning environment that embeds internationalization, employability and professionalism in all aspects of its delivery.

Aims of the course

The MSc Major Project and Programme Management has been designed to allow students to undertake a deep examination of organisational issues without leaving their current employment. For the more ambitious or competent manager, this executive master provides an opportunity to develop deeper skills and knowledge than is available from a normal Master degrees. The part time, burst, block mode of this programme will enable us to recruit students outside London who cannot reach our campus on a two-evening or one-day per week basis. Students from the EU who can easily travel to London for the block will be targeted. Where possible and available, short-term accommodation at the University's halls of residence will be offered where available (the cost of the accommodation is **not** included in the fee).

Because of the specialist nature of the programme, the collaborative learning within the workshops, and the requirement for research skills for the assessment components, the programme common thread throughout all its constituent modules is the critique of the application of knowledge in major projects and programmes context.

This programme will focus on specific area of management (Project and Programme Management) in which WBS already has a strong reputation, expertise and relationships. WBS is accredited by the ABS (Association of Business Schools) as a "Professional Business School", and its MBA is accredited by AMBA (the Association of MBAs). The current MSc Project Management is accredited by the Association for Project Management (APM). The Westminster Business School is also an Accredited Training Organisation (ATO) for the professional courses: PRINCE2, Management of Risk (MoR), Managing Successful Programmes (MSP) and AgilePM. The course will also be based on the core aspects of the University of Westminster's mission and ethos - educating for professional life and its focus on international students, whether they are based overseas or the UK. In these aspects we

already have arguably a national leading position. For these reasons, the design of this MSc, its content, as well as its delivery - will include a large professional and industry-based component. The delivery of these components in the modules will be done by leading figures from the professional bodies and practitioners.

The taught modules (see course structure) collectively provide the coverage expected by the professional bodies (Body of Knowledge) in the subject of project management.

The MSc in Major Project and Programme Management aims to:

- Provide a postgraduate programme in project management that has emphasis on both strategic thinking and leadership in major project and programme management.
- Enhance students' knowledge and leadership skills to enable them to build on their work experience, as part of their professional development, to become leaders capable of managing major projects and programmes in international, complex strategic contexts.
- Produce graduates with the ability to critically analyse and manage risks in the context of major projects and programmes using appropriate tools and methods.
- Develop the students' professional and communication skills, as well as informing them of the profession's code of practice as expected by the leading project management professional bodies.
- Provide students with critical and evaluative perspectives of the theory and practice of project management and develop their capacity for independent and self-reflective learning, ensuring their future contribution to research, particularly practice based research.

Employment and further study opportunities

Today's organisations need graduates with both good degrees and skills relevant to the workplace, i.e. employability skills. The University of Westminster is committed to developing employable graduates by ensuring that:

- Career development skills are embedded in all courses
- Opportunities for part-time work, placements and work-related learning activities are widely available to students
- Staff continue to widen and strengthen the University's links with employers in all sectors, involving them in curriculum design and encouraging their participation in other aspects of the University's career education and guidance provision
- Staff are provided with up-to-date data on labour market trends and employers' requirements, which will inform the service delivered to students.

As part of this degree, students will be offered to take the professional qualification of Managing Successful Programmes (MSP), which should enhance their curriculum vitae. They will also be invited to attend a series of guest lectures to be delivered by leading experts from industry and the relevant professional bodies. Some of these events will involve workshops where students will have the opportunity to meet employers who recruit for positions in major and programme management.

It is expected that most students on the programme would have some experience of project management. Successfully completing this programme should enhance their career within their current organisations as programme managers or allow them to seek an enhanced position in other national and international organisations where programme management is an established function.

Course learning outcomes

Learning outcomes are statements on what successful students have achieved as the result of learning. These threshold statements of achievement and are linked to the knowledge, understanding and skills that a student will have gained on successfully completing a course.

Knowledge and Understanding (KU)

- K1.** Critically assess current practice in major project and programme management in the context of current scholarship with particular emphasis on integrative, scope, scheduling and funding management; (*PG Cert, PG Dip, MSc*)*
- K2.** Critically discuss contemporary themes of governance, leadership, risk, cyber security, stakeholders engagement and others in the context of programme management; (*PG Cert, PG Dip, MSc*)*
- K3.** Critically assess the existing literature of the project management bodies of knowledge as defined by the main professional bodies particularly in relation to programme and portfolio management; (*PG Dip, MSc*)*
- K4.** Demonstrate a critical awareness of current programme and portfolio research and its implication on practice with particular reference to their context, people involved, their delivery and other interfaces; (*MSc*)*

Specific skills (SS)

- S1.** Understand how to plan, delegate, monitor and control a programme; (*PG Cert, PG Dip, MSc*)*
- S2.** Understand that the design of programmes and portfolio is directly linked to the achievement of policy and strategic objectives. (*PG Cert, PG Dip, MSs*)*
- S3.** Demonstrate teamwork and leadership skills; (*PG Cert, PG Dip, MSc*)*
- S4.** Understand project finance, project and contract procurement, project supply chain and value contribution in the context of programme management; (*PG Dip, MSc*)*

Key transferable skills (KTS)

- T1.** Evaluate the viability of a new programme and its alignment to the strategic objectives or policy of the commissioning organization or authority and their capabilities; (*PG Cert, PG Dip, MSc*)*

- T2.** Critically apply strategic management and leadership skills to assess, direct, manage and deliver a major project or a programme by managing the success factors and increasing the maturity level of the organisation; *(PG Cert, PG Dip, MSc)**
- T3.** Demonstrate creativity thinking and using innovative tools in the assessing, delegating, negotiating, team working and directing activities associated with major projects and programmes including risks, change management, stakeholders engagements in order to ensure the delivery of the benefits of the major project or programme in which they could be involved. *(PG Dip, MSc)**
- T4.** Demonstrate a profound competence in successfully and critically evaluating a significant project or programme arriving at lessons learned that could benefit the practice and/or the research in the relevant field. This work could be work in which they were/are involved of the work of others. *(MSc)**

**** The award(s) in brackets indicate that the achievement of this learning outcome is required for the award.***

Learning, teaching and assessment methods

Learning and Teaching:

Each taught module will be delivered in a block of 5 days (normally Wednesday to Sunday). The first block will have a residential weekend, which will aim to enhance group integration. During the residential weekend, students will have an opportunity to informally highlight their professional experience and learning background. Students will be encouraged to talk to each other during the various breaks to compare their experience regarding one or more topic that is related to the programme.

Each block will consist of a mixture of lectures tutorials and seminars. The lectures are in the form of a discussion while the seminars allow for workshops and other problem solving settings, ranging from individual to group tasks. Case studies of high profile major complex projects and programmes will be used to critique current practice and highlight best practice.

All lecture, seminar and additional reading or viewing material is online, accessible by all students and informed by active discussion boards. Lectures will include guest speakers who offer practice or research based insights into the challenges facing the field or the profession.

The course offers a balance between theory and practice, augmented by the peer-to-peer learning opportunities that arise from the expected professional experience within the student cohort. In order to encourage, peer-to-peer learning, during induction, students will be encouraged to form learning sets (groups of 5 or 6 students). These learning sets could be formed around common interest in a topic related to the programme or simply living or working within close proximity of each other that facilitates meetings. Learning sets, are not expected to meet face-to-face but will be allowed to choose the form of collective communication that suits the group best.

In addition to the formally taught blocks of the programme, students undertake a dissertation, which is completed after they have successfully completed the taught modules.

Following a number of research skills sessions, which will be attached to the taught blocks, students will work with a supervisor on a one-to-one basis. Most modules are assessed through continual assessment and a major report. All modules are supported by the university's electronic learning platform where all lecture material and additional readings are deposited.

Each module uses a variety of learning styles such as peer to peer learning, action based learning, online collaboration, case study based learning and problem based learning. Group work and discussion are encouraged but where group work is assessed, all activities will be carried out during the block and the group work assessment shall not exceed 10% of the overall mark of the module. Individual contributions will be highlighted to allow for individual allocation of marks.

Assessment:

Each taught module will be assessed by two elements. The first element will contribute 10% towards the overall mark of the module. The second element, which is the main element of the assessment, will contribute the remaining 90%. It is expected that students will have some work experience where it would be appropriate for many of them to conduct a small practice-based piece of research as part of their end of module assignment using the knowledge they gain from the module.

It is expected that submission of the end of module assessment will be submitted within **nine** weeks from the end of the teaching block of each module. Students will be supported during this period by the module leader/tutor by email, online meeting as well as face-to-face meetings during the module leader's office hours or other timings as agreed by the module leader. It is expected that this arrangement will be explicitly stated in the module handbook given to students at the beginning of each teaching block.

The first element may include assessed presentations, or participation in-group discussions. In a summative role, the second element will be designed to assess knowledge understanding, and evaluate student performance in achieving a given module's learning outcomes. As a formative tool, assessment and particularly the associated feedback are used to assist and support student learning and skills development. All modules are designed to incorporate formative assessment as an important tool in enhancing student engagement and achievement.

Students collecting primary data will have to follow the ethical procedures as defined by the university. This will be explained to the students during the first teaching block. They will also be directed to the appropriate forms online.

The final dissertation culminates in a professional "practice-based" research or academic research study in a topic directly related to major project and programme management. It could be based on a real case study from the industry in which the student has real expertise or academic research using primary or secondary data collected from the field or industry sources. The idea is to deliver practice informed learning or research findings that will typically have utility for either the organisation in which the research was undertaken or the domain of major project and programme management at large. The process aims to further develop students' newly acquired knowledge but also enhance their research skills. This module acts as the 'capstone' of the student learning experience on the programme. Students would have practiced various research techniques in the taught modules contributing to enhancing their ability to choose the appropriate research method to deploy for their final dissertation. The coverage of the various topics in the taught modules will also allow students to understand how they interact together to impact the success of major project and programmes. This will allow students to design their research in a way that

investigates the interaction among or the interdepend-ability between more than one project/programme issues (e.g. Finance and Risk).

Course structure

This section shows the core and option modules available as part of the course and their credit value. Full-time Postgraduate students study 180 credits per year.

All modules in the programme are core. Each contributes to the development of the core knowledge, subject-specific capabilities and transferable skills of the subject. The table shows the module titles, their codes and associated credits.

Each module will have a 5-day block teaching, preceded by a week and half of independent learning and preceded by nine weeks of independent, peer-to-peer and directed learning. The second assessment of each module is expected to be completed during the nine weeks preceding the teaching block. The course culminates in the Research dissertation module, which students will have 6 months supported learning to complete. The total duration of the course is 24 months. See example in Appendix A and B.

In addition to the core modules, students will be given the opportunity to attend a five-day in-house intensive course leading to the Managing Successful Programmes (MSP) Foundation and Practitioner certificates.

Credit Level 7				
Module code	Module title	Status	UK credit	ECTS
7PJMN016W	Major Projects & Programmes: Foundations	Core	20	10
Select any TWO from: Award of PG Certificate Major Project and Programme Management available				
7PJMN017W	Major Projects & Programmes: Strategic Management	Core	20	10
7PJMN011W	Major Projects & Programmes: Project Finance and Procurement	Core	20	10
7PJMN012W	Major Projects & Programmes: Risk Management and Cyber Security	Core	20	10
7PJMN013W	Major Projects & Programmes: Stakeholder Engagement and governance	Core	20	10
7PJMN014W	Major Projects & Programmes: Leadership and managing change	Core	20	10
Award of PG Diploma Major Project and Programme Management available				
7PJMN015W	Major Project and Programmes: Dissertation	Core	60	30
Award of MSc Major Project and Programme Management available				

Please note: Not all option modules will necessarily be offered in any one year. In addition, timetabling and limited spaces may mean you cannot do your first choice of modules.

Course Delivery dates and Progression

The delivery mode will provide a unique feature for this MSc and it will enable candidates to gain an industry informed educational experience and one that is augmented by guest speakers from industry, professional bodies, research institutes and visits to relevant organisations.

The University of Westminster has established a strong reputation in the area of Project Management. This reputation is built by alumni, links with professional bodies and professionals who completed our numerous Project Management short courses.

Each module will be delivered over a period of 11 weeks. This starts with the release of directed pre-reading material which will be released at least one and half week before the block teaching starts.

Block teaching is delivered over a period of 5 days, followed by 9 weeks of independent study. During this period, students will also complete the second assessment. During the independent study period, students will have at least one session of one-to-one tutorial with their tutor. The main focus of this session will be on the second assignment.

Students will be expected to email their tutor a draft outline of their assignment at least four weeks before the due deadline. They are expected to receive feedback within 2 weeks.

See Appendix B Continuous Calendar for suggested dates for delivery.

Module Schedules Summary including credit weightings

Part Time: Executive MSc in Major Project and Programme Management

The modules will be delivered in blocks of 5 days each (4 modules per calendar year)

	September	December	March	June
Year 1	Induction & 1st Module (20 credits)	2 nd Module (20 credits)	3 rd Module (20 credits)	4 th Module (20 credits)
Year 2	5 th Module (20 credits)	6 th Module (20 credits)	Dissertation (60 credits)	
	Each Block will contain a session on research methods			

Part Time: For the award of Postgraduate Diploma Students must successfully complete all taught modules)

	September	December	March	June
Year 1	Induction & 1st Module (20 credits)	2 nd Module (20 credits)	3 rd Module (20 credits)	4 th Module (20 credits)
Year 2	5 th Module (20 credits)	6 th Module (20 credits)		
	Each Block will contain a session on research methods			

Part Time: For the award of the Postgraduate Certificate students must successfully complete the "Project Management Foundation Module (1st Block) and any two of other the five taught modules (blocks).

	September	December	March
Year 1	Induction & 1st Module (20 credits)	2 nd Module (20 credits)	3 rd Module (20 credits)

Professional Body Accreditation or other external references

The course team aims to obtain accreditation for the programme from the Association for Project Management (APM) and the Project Management Institute (PMI) in due course

Academic regulations

The current Handbook of Academic Regulations is available at westminster.ac.uk/academic-regulations. In some cases course specific regulations may be applicable.

How will you be supported in your studies?

In addition to the support outlined in the sections below, during the personal learning period (between the learning blocks) students would have access to the module leader via emails and during advertised office hours. Students can meet module leaders during office hours in person or virtually. They will be entitled to at least one pre-booked one-to-one meeting with the module leader or a member of the module team. This one-to-one meeting could be face-to-face or via an e-conference platform (e.g. Skype). Halfway through the time allowed for the second assignment, the module leader will conduct a one-hour webinar to which all students on the module will be invited. During the webinar, the module leader will respond to any query students may have about their learning or provide guidance where needed on tackling the some of the learning material.

Up to four weeks before the deadline of the module's second assignment, students may submit a draft of their assignment by email for feedback. Students shall receive feedback on the draft assignment within two weeks from submitting it.

The project management group within Westminster Business School hosts various professional workshops and invites various guest speakers throughout the year. Students will be invited to attend all of these events, where possible some the events will be broadcasted using online webinar technology or recorded and made available for students to view in their own time via Blackboard or an alternative platform.

During the dissertation module students are expected to have at least 6 one-to-one meeting with their supervisor.

Course Management

The course team comprises the Course Leader, all lecturers that teach on the course (the Module Leaders) as well as course advisors. This group is responsible for the planning, management and delivery of the course.

The Course Leader is responsible for the management and co-ordination of the Course.
Course Leader: Walaa Bakry, M108, w.bakry@westminster.ac.uk, Tel: 020 3506 6675

The Module Leaders are responsible for the academic management, teaching and learning of the module(s) they lead.

The Westminster Business School is an Approved Training Organization for PRINCE2, MoR, MSP and AgilePM courses.

The Registry is responsible for the administrative management of the course.

Academic Support

Upon arrival, an induction programme will introduce you to the staff responsible for the course, the campus on which you will be studying, the Library and IT facilities, additional support available and to your Campus Registry. You will be provided with the Course Handbook, which provides detailed information about the course. Each course has a course leader or Director of Studies. All students enrolled on a full-time course and part time students registered for more than 60 credits a year have a personal tutor, who provides

advice and guidance on academic matters. The University uses a Virtual Learning Environment called Blackboard where students access their course materials, and can communicate and collaborate with staff and other students. Further information on Blackboard can be found at westminster.ac.uk/blackboard.

Learning Support

The Academic Learning Development Centre supports students in developing the skills required for higher education. As well as online resources in Blackboard, students have the opportunity to attend Study Skills workshops and one to one appointments. Further information on the Academic Learning Development Centre can be found at westminster.ac.uk/academic-learning-development.

Learning support includes four libraries, each holding a collection of resources related to the subjects taught at that site. Students can search the entire library collection online through the Library Search service to find and reserve printed books, and access electronic resources (databases, e-journals, e-books). Students can choose to study in the libraries, which have areas for silent and group study, desktop computers, laptops for loan, photocopying and printing services. They can also choose from several computer rooms at each campus where desktop computers are available with the general and specialist software that supports the courses taught at their College. Students can also securely connect their own laptops and mobile devices to the University wireless network.

Support Services

The University of Westminster Student and Academic Services department provide advice and guidance on accommodation, financial and legal matters, personal counselling, health and disability issues, careers, specialist advice for international students and the chaplaincy providing multi-faith guidance. Further information on the advice available to students can be found at westminster.ac.uk/student-advice. The University of Westminster Students' Union also provides a range of facilities to support students during their time at the University. Further information on UWSU can be found at westminster.ac.uk/students-union.

How do we ensure the quality of our courses and continuous improvement?

The course was initially approved by a University Validation Panel in **2018**. The panel included internal peers from the University, academic(s) from another university and a representative from industry. This helps to ensure the comparability of the course to those offered in other universities and the relevance to employers.

The course is also monitored each year by the College to ensure it is running effectively and that issues which might affect the student experience have been appropriately addressed. Staff will consider evidence about the course, including evidence of student achievement, reports from external examiners in order to evaluate the effectiveness of the course.

A Course revalidation takes place periodically to ensure that the curriculum is up-to-date and that the skills gained on the course continue to be relevant to employers. Students meet with Revalidation panels to provide feedback on their experiences. Student feedback from previous years is also part of the evidence used to assess how the course has been running.

How do we act on student feedback?

¹ Students enrolled at Collaborative partners may have differing access due to licence agreements.

Student feedback is important to the University and student views are taken seriously. Student feedback is gathered in a variety of ways.

- Through student engagement activities at Course/Module level, students have the opportunity to express their voice in the running of their course. Student representatives are elected to expressly represent the views of their peers. The University and the Students' Union work together to provide a full induction to the role of the student representatives.
- There are also School Staff Student Exchange meetings that enable wider discussions across the School. Student representatives are also represented on key College and University committees.
- All students are invited to complete a questionnaire before the end of each module. The feedback from this will inform the module leader on the effectiveness of the module and highlight areas that could be enhanced.
- The University also has an annual Postgraduate Taught Experience Survey or PTES which helps us compare how we are doing with other institutions, to make changes that will improve what we do in future and to keep doing the things that you value.

Please note: This programme specification provides a concise summary of the main features of the course and the learning outcomes that a student might reasonably be expected to achieve and demonstrate if s/he takes full advantage of the learning opportunities that are provided. This specification should be read in conjunction with the Course Handbook provided to students and Module Handbooks, which provide more detailed information on the specific learning outcomes, content, teaching, learning and assessment methods for each module.

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**Detailed Workshop content
Module 1: Foundations**

Staff: ML / CL / Guest	Wednesday	Thursday	Friday	Saturday	Sunday
09.30 am	Induction to the MSc <ul style="list-style-type: none"> Facilities and personnel Teaching & Research support Blackboard Course materials 	Topic 3 ML (Dr Lambrou)	Research Method TBC	Distinguished Guest Speaker/Researcher TBA	Topic 9 ML (Dr Lambrou)
11.00am	Coffee	Coffee	Coffee	Coffee	Coffee
11.15am	Topic 1 ML (Dr Lambrou)	Topic 4 ML (Dr Lambrou)	Topic 6 ML (Dr Lambrou)	Distinguished Guest Speaker/Researcher TBA	Workshop 5 ML (Dr Lambrou)
12.45	Lunch	Lunch	Lunch	Lunch	Lunch
2pm	Topic 2 ML (Dr Lambrou)	Topic 5 ML (Dr Lambrou)	Topic 7 ML (Dr Lambrou)	Topic 8 ML (Dr Lambrou)	Individual tutorials
3pm	Tea	Tea	Tea	Tea	Tea
3.30pm	Workshop 1 ML (Dr Lambrou)	Workshop 2 ML (Dr Lambrou)	Workshop 3 ML (Dr Lambrou)	Workshop 4 ML (Dr Lambrou)	MCQ Test
5pm	End of day	Meeting with personal tutor	Departs to Residential Moller Centre at Churchill College, University of Cambridge.	Meeting with personal tutor	End of Week and Residential
7:30pm				Course Dinner	

Detailed Workshop content
Module 2: Project Finance and Procurement

Staff: ML / CL / Guest	Wednesday	Thursday	Friday	Saturday	Sunday
09.30 am	Introduction to the Module <ul style="list-style-type: none"> Facilities & personnel Teaching & Research support Blackboard & Course materials 	Topic 3 ML (W Bakry)	Research Method TBC	Distinguished Guest Speaker/Researcher TBA	Topic 9 ML (W Bakry)
11.00am	Coffee	Coffee	Coffee	Coffee	Coffee
11.15am	Topic 1 ML (W Bakry)	Topic 4 ML (W Bakry)	Topic 6 ML (W Bakry)	Distinguished Guest Speaker/Researcher TBA	Workshop 5 ML (W Bakry)
12.45	Lunch	Lunch	Lunch	Lunch	Lunch
2pm	Topic 2 ML (W Bakry)	Topic 5 ML (W Bakry)	Topic 7 ML (W Bakry)	Distinguished Guest Speaker/Researcher TBA	Individual tutorials
3pm	Tea	Tea	Tea	Tea	Tea
3.30pm	Workshop 1 ML (W Bakry)	Workshop 2 ML (W Bakry)	Workshop 3 ML (W Bakry)	Distinguished Guest Speaker/Researcher TBA	MCQ Test
5pm	End of day	End of day	End of day		End of Week
7:30pm			Course Dinner		

Detailed Workshop content
Module 3: Risk Management and Cyber Security

Staff: ML / CL / Guest	Wednesday	Thursday	Friday	Saturday	Sunday
09.30 am	Induction to the MSc <ul style="list-style-type: none"> • Facilities and personnel • Teaching & Research support • Blackboard • Course materials 	Topic 3 ML (Dr D Issa)	Research Method TBC	Distinguished Guest Speaker/Researcher TBA	Topic 9 ML (Dr D Issa)
11.00am	Coffee	Coffee	Coffee	Coffee	Coffee
11.15am	Topic 1 ML (Dr D Issa)	Topic 4 ML (Dr D Issa)	Topic 6 ML (Dr D Issa)	Distinguished Guest Speaker/Researcher TBA	Workshop 5 ML (Dr D Issa)
12.45	Lunch	Lunch	Lunch	Lunch	Lunch
2pm	Topic 2 ML (Dr D Issa)	Topic 5 ML (Dr D Issa)	Topic 7 ML (Dr D Issa)	Distinguished Guest Speaker/Researcher TBA	Individual tutorials
3pm	Tea	Tea	Tea	Tea	Tea
3.30pm	Workshop 1 ML (Dr D Issa)	Workshop 2 ML (Dr D Issa)	Workshop 3 ML (Dr D Issa)	Distinguished Guest Speaker/Researcher TBA	MCQ Test
5pm	End of day				End of Week
7:30pm				Course Dinner	

Detailed Workshop content
Module 4: Strategic Management

Staff: ML / CL / Guest	Wednesday	Thursday	Friday	Saturday	Sunday
09.30 am	Induction to the MSc <ul style="list-style-type: none"> • Facilities and personnel • Teaching & Research support • Blackboard • Course materials 	Topic 3 ML (P Sainter)	Research Method TBC	Distinguished Guest Speaker/Researcher TBA	Topic 9 ML (P Sainter)
11.00am	Coffee	Coffee	Coffee	Coffee	Coffee
11.15am	Topic 1 ML (P Sainter)	Topic 4 ML (P Sainter)	Topic 6 ML (P Sainter)	Distinguished Guest Speaker/Researcher TBA	Workshop 5 ML (P Sainter)
12.45	Lunch	Lunch	Lunch	Lunch	Lunch
2pm	Topic 2 ML (P Sainter)	Topic 5 ML (P Sainter)	Topic 7 ML (P Sainter)	Distinguished Guest Speaker/Researcher TBA	Individual tutorials
3pm	Tea	Tea	Tea	Tea	Tea
3.30pm	Workshop 1 ML (P Sainter)	Workshop 2 ML (P Sainter)	Workshop 3 ML (P Sainter)	Distinguished Guest Speaker/Researcher TBA	One hour in-Class Test (<i>restricted open book Test – annotated case study, given in advance</i>).
5pm	End of day				End of Week
7:30pm				Course Dinner	

Detailed Workshop content
Module 5: Leadership and Managing Change

Staff: ML / CL / Guest	Wednesday	Thursday	Friday	Saturday	Sunday
09.30 am	Induction to the MSc <ul style="list-style-type: none"> • Facilities and personnel • Teaching & Research support • Blackboard • Course materials 	Topic 3 ML (Prof A Reiple)	Research Method TBC	Distinguished Guest Speaker/Researcher TBA	Topic 9 ML (Prof A Reiple)
11.00am	Coffee	Coffee	Coffee	Coffee	Coffee
11.15am	Topic 1 ML (Prof A Reiple)	Topic 4 ML (Prof A Reiple)	Topic 6 ML (Prof A Reiple)	Distinguished Guest Speaker/Researcher TBA	Workshop 5 ML (Prof A Reiple)
12.45	Lunch	Lunch	Lunch	Lunch	Lunch
2pm	Topic 2 ML (Prof A Reiple)	Topic 5 ML (Prof A Reiple)	Topic 7 ML (Prof A Reiple)	Distinguished Guest Speaker/Researcher TBA	Individual tutorials
3pm	Tea	Tea	Tea	Tea	Tea
3.30pm	Workshop 1 ML (Prof A Reiple)	Workshop 2 ML (Prof A Reiple)	Workshop 3 ML (Prof A Reiple)	Distinguished Guest Speaker/Researcher TBA	In-course assessment (group) – presentation
5pm	End of day				End of Week
7:30pm				Course Dinner	

Detailed Workshop content
Module 6: Stakeholder Engagement and governance

Staff: ML / CL / Guest	Wednesday	Thursday	Friday	Saturday	Sunday
09.30 am	Induction to the MSc <ul style="list-style-type: none"> • Facilities and personnel • Teaching & Research support • Blackboard • Course materials 	Topic 3 ML (W Bakry)	Research Method TBC	Distinguished Guest Speaker/Researcher TBA	Topic 9 ML (W Bakry)
11.00am	Coffee	Coffee	Coffee	Coffee	Coffee
11.15am	Topic 1 ML (W Bakry)	Topic 4 ML (W Bakry)	Topic 6 ML (W Bakry)	Distinguished Guest Speaker/Researcher TBA	Workshop 5 ML (W Bakry)
12.45	Lunch	Lunch	Lunch	Lunch	Lunch
2pm	Topic 2 ML (W Bakry)	Topic 5 ML (W Bakry)	Topic 7 ML (W Bakry)	Distinguished Guest Speaker/Researcher TBA	Individual tutorials
3pm	Tea	Tea	Tea	Tea	Tea
3.30pm	Workshop 1 ML (W Bakry)	Workshop 2 ML (W Bakry)	Workshop 3 ML (W Bakry)	Distinguished Guest Speaker/Researcher TBA	In-course assessment (group presentation)
5pm	End of day	Individual tutorials re: Dissertation	Individual tutorials re: Dissertation	Individual tutorials re: Dissertation	End of Week
7:30pm				Course Dinner	