

# MSc in Business Project Management

Profession, Practice and Research

Enabling successful business change through projects



I KEEP six honest serving-men  
(They taught me all I knew);  
Their names are What and Why and When  
And How and Where and Who.  
[Rudyard Kipling \(1865-1936\)](#)

## 1.0 Business Project Management Profession, Practice & Research

### Business Organisations and Change

Organisations are continually adapting to increased levels of change dictated by their environments. In particular, they face two very important challenges: maintaining operations (business as usual) which aims to uphold profitability and market share, and transforming operations (business change) which best affect the business procedures to enable future competitiveness. Projects are a means by which change is introduced through the development of new products, processes or services. Business as usual and business change are respectively connected with Operations Management and Project Management. Furthermore, the connectivity between strategic management planning and Project Management is an important topic for the business organisation. This means that Project Management has become an important competency for private and public organisations, especially in the current turbulent business environment. Projects are now considered to be most effective approach to successful business change.

### Newspaper Facts

#### The Importance of Project Management in Organisations

All organisations use projects as the way to translate strategies into actions and objectives into realities. Many companies are project-intensive – they live and breathe Project Management ... Project Management also differs from traditional management in that it brings in cross-functional collaboration, governance, execution-discipline, responsiveness, and alignment of organizational elements and procedures with features of end-products of projects (Kumar Manu, 2007).

#### Why change is better than a rest: The importance of managing change properly is widely accepted, but how does the process work in practice?

Managing change successfully is not a subset of business development, it is business development. The commercial and industrial environments in which businesses operate are inevitably in a state of continual change (Belfast Telegraph, 2003).

### Business Project Management

Business Project Management is an area which is becoming more important to the success of an organisation. Current business trends such as increased flexibility and more work-based projects have led Project Management to develop beyond its traditional roots in aerospace, construction and engineering to encompass disciplines including IT, telecoms, health services and education, local and national government, media, sport, and leisure. Examples of projects are wide ranging and may include conference or promotional events, software applications, and organisational restructuring which positively improves business operations. Furthermore, the role of Project Management is more established than ever, and the profession is still growing. It is estimated that the world invests \$10 trillion in projects every year, and in the UK more than £250 billion is spent on projects annually.

However, too many projects are associated with the symptoms of cost overruns, schedule slippage, poor quality and dis-benefits. Some causes of these symptoms are a lack of Project Management knowledge

and the scope limitations of the Project Management discipline. This has led to new thinking within the Project Management community. This includes, for example, the inception of the management of projects idea which is linked with 'choosing the right project' and 'doing the project right', the emergence of portfolio and programme management, connecting strategic planning with project identification, the use of metaphors to enhance Project Management thinking, and recently projects becoming characterised as highly complex and uncertain phenomena. Business Project Management is multi-disciplinary in nature, encompassing strategic planning, project planning, business analysis, risk analysis, quality planning, performance management, technical and feasible studies, accounting and finance planning. Successful management of projects requires the informed selection of appropriate methodologies, methods and techniques to the identified business task.

The scope of Business Project Management is established through its historical roots. Project Management was associated with controlling cost, schedule and

### Newspaper Facts

#### It pays to see a project through

"I soon found that project managers would oversee the work, but they didn't do the important, fundamental jobs such as carrying out feasibility studies and market assessments. Nor did they prepare business plans or deal with lobbying, planning, funding and other essentials. Experience had taught me that it is absolutely crucial to prepare these areas well to give a project a good start" (Financial Times, 2001)

#### How to link projects, planning and profits: Skilled Project Management is central to business success

In the past decade Project Management has become a vital skill for managers. Organisations have shifted from being places where people have static roles and routine activities to places where work is increasingly organised into projects of varying size and duration (Financial Times, 2003).

#### Why is Project Management Important?

**Vital Role of Project Managers**  
Prime advantages of having a good Project Management team for a company are as follows.

#### Excellent product quality

Consumers generally look for low cost and high quality, while purchasing a product. Maintaining a high standard of excellence in developing quality products earns the company goodwill amongst its customers.

#### Adequate communication

Stakeholders also form a part of the company. They prefer investing in those companies that deliver projects on time and keep them informed about updates and progress of the projects.

#### Strategic objectives and goals

A Project Management team helps the company in achieving the strategic goals, as it streamlines the task of a company in taking many important decisions. Strategic planning and strategic thinking are vital management tools for a Project Management team. (Kundan Pandey, 2012)

"Forty years ago, Project Management was regarded as an unnecessary intervention. Now it is recognised as an essential discipline" Eric Gabriel, APM Chairmen, 1982-1986.

## LSBU Facts

Leading modern university for graduate starting salaries  
(SundayTime University Guide, 2012)

quality in order to satisfy the needs of the client; in other words 'doing the project right'. However, Project Management has been broadened by the inception of management of projects which is connected with 'choosing the right project' and 'doing the project right'. As a result, the connectivity between strategic plans and project identification is becoming an important link within business organisations and the roles of the business analyst and project manager are becoming more blurred. Within some management communities, there is a view that approaches linked with business analysis are limited – especially when dealing with issues that are highly complex and uncertain. This has led to some managers applying systems-based approaches which also complement traditional analytical approaches. This combining of different approaches is connected with the multi-methodological principle which has emerged in the Social Sciences and Operational

Research discipline. Business Project Management is underpinned by the idea of management of projects within the business context, so the Business Project Manager requires a broad knowledge and experience of systems and analytical based methodologies, methods and techniques to successfully implement organisational change through projects.

The selection of traditional management approaches is influenced by the Association for Project Management (APM) (the UK professional body) body of knowledge. Many of these traditional approaches used in Project Management were developed in the Operational Research (OR), e.g. Critical Path Analysis, and Accounting and Finance, e.g. Cash-flow Spreadsheets, disciplines, and the Quality, e.g. Lean Six Sigma, Movement.

The OR discipline has significantly evolved and developed new methodologies, methods and

techniques which are underpinned by different theories, metaphors and philosophies. They are connected with Hard OR, Soft OR and Multi-Methodological OR. Some of these OR approaches contribute to the new Project Management thinking and multi-disciplinary thought in order to deal with complex and uncertain tasks. Additionally, many new OR approaches are underpinned by Systems Thinking ideas which are associated with the Systems Movement. Systems Thinking attempts to deal with complex and uncertain problems, so the Business Project Manager has knowledge of a broad set of different methodologies, methods, and techniques and their respective underpinning concepts and principles, which ensures any large, medium or small project improves business operations within the organisation.

## 2.0 Course Overview

Business Project Management ensures that projects meet the change needs of the organisation. The Business Project Management course aims to develop a range of soft and technical skills in order to address two contemporary ideas – 'choosing the right project' and 'doing the project right'. The first idea is associated with identifying and selecting the appropriate project which most benefits the organisation. The second idea focuses on delivery of the project 'to quality, in budget, on schedule'. Various important concepts and principles that underwrite the methodologies applied to different tasks required by the business organisation are explored.

The course is influenced by three important and interconnected areas, namely: Profession, Practice and Research (see figure 1.0).

- Profession is the awareness of the Project Management bodies such as Association for Project Management (APM) (UK based) and the Project Management Institute (PMI) (USA based), and their respective bodies of knowledge which influences this course.
- Practice: the APM's body of knowledge, PRINCE2 (a UK governmental Project Management methodology) and MS Project are applied to 'real-world' business project assignments. Traditional

methodologies, methods and techniques are also used in order to gain practical project skills and experience. We also encourage reflection of professional skills and evaluate traditional approaches, which may inform your research. Further practical experience may be offered through placements whilst undertaking a dissertation.

- Research is informed by practical experiences, and awareness of traditional methodologies, methods and techniques limitations. The course aims to facilitate the conceptualisation, development and application of new theories and approaches which influence the profession and practice of Project Management.

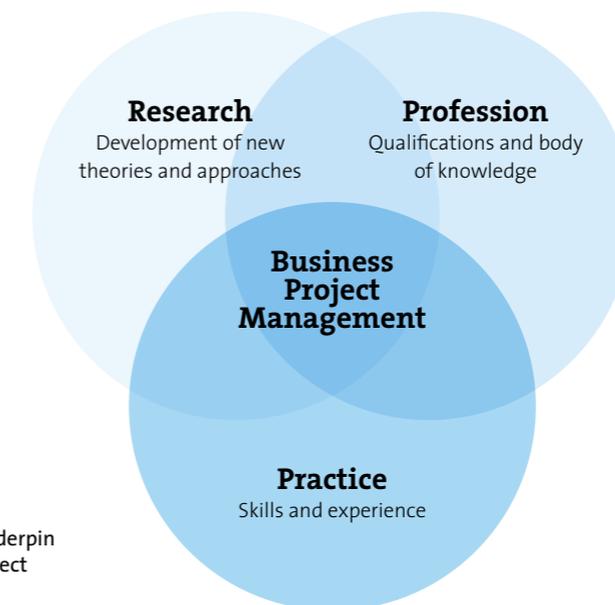


Figure 1.0: Three Areas that Underpin the Postgraduate Business Project Management degree

### Unique Features

The course has several unique features which are particularly relevant to these concepts of profession, practice and research.

- The course focuses on methodologies, methods, techniques to successfully manage different types of projects that enable successful business change. Knowledge gained through practice allows the attainment of an important set of skills which facilitates Project Management (and related) employment opportunities within small, medium and large businesses.
- We provide fundamental Project Management knowledge and practical experience ('doing the project right'). Traditional Project Management emphasises the need to address the following questions: what, where, who, how, when and why? We aim to explore these questions and connectivity with associative new and traditional methodologies, methods and techniques.
- The management of projects within a business context is linked to strategic planning ('choosing the right project') and Project Management ('doing the project right'). It employs conceptual models and approaches to generate strategic plans and identify project scenarios which

are rigorously evaluated in order to guide project selection which satisfies the change needs of the business organisation.

- Operational Research (OR) has made a significant contribution to the Project Management profession. This discipline has significantly evolved over the last three decades, and can be divided into three areas, namely: Hard OR, Soft OR and Multi-Methodological OR. The traditional approaches that are prescribed by AMP's body of knowledge have connectivity with Hard OR. However, recent developments have connectivity with Soft OR and Multi-Methodology OR. These new methodologies are underpinned by systems ideas in order to deal with complexity and uncertainty at project, programme, portfolio, and organisation hierarchical levels.
- The use of soft methodologies to assist professional thinking is an emerging area which is explored in the course. Soft approaches are being applied by professionals in order to understand problematical business situations and develop informed viable solutions. The OR and Systems module outlines problematic situations which enables the practice of different soft approaches, and encourages reflection, meta-thinking and professional learning.

- Lecturing staff have a history of publishing dissertations, with LSBU postgraduate students, in journals and conferences. Moreover, key staff regularly chair Project Management streams at Business Research Methodology and Operational Research conferences. Additionally, we have all the latest and relevant books, journals and magazines associated with Business Project Management.
- Metaphor thinking is encouraged in the course, as it is becoming an important concept within the Project Management discipline. Metaphors are 'a way of seeing' and also 'a way of not seeing'. Identified metaphors are linked with various methodologies, methods and techniques, which suggest every approach has practical strengths and limitations.
- Students are provided with a broad understanding of traditional and new approaches, which leads to a tool set of approaches and metaphors and which can be used for the management of project within a business context.
- The selection of the right project to meet the needs of the business organisation is critically important. Therefore, the course offers the business case module. This module has strong connectivity with the Accounting and Finance and OR disciplines. It explores

the cost and benefit of different project scenarios through the use of traditional accounting and financing techniques. To broaden the business case evaluation process, methods associated with Soft OR are utilised to explore the benefits of the new product, process or service upon the business operations. Thus, an emerging multi-methodological approach to cost and benefit studies is applied, and this is a distinctive innovation of the course to the Project Management profession.

- Performance Indicators and Measurement is a central feature of the Business Project Management course. The identification and generation of measures in order to monitor and control cost, schedule, quality, scope, risk and benefit (links with key performance indicators) is critical to project success. It assists in the monitoring and control of a project. Therefore, classical measurement theory is explored. Various templates are outlined and used to define the measures and units which are connected with identified performance indicators.

### Modules

The course has been designed to address the APM's core competencies of Project Management. It has nine fundamental objectives:

- To gain fundamental Project Management knowledge and experiences which is reflected in a core set of skills (a skill is defined as knowledge and practical experience of a methodology, method or technique);
- To appreciate the link between strategic plans and project identification.
- The development of a rigorous business case to engender business change through the use of traditional techniques, e.g. cash flow spreadsheets, combined with novel methods, e.g. qualitative system dynamics;
- The application of soft, e.g. cognitive mapping and soft systems methodology, and hard, e.g. critical path method and regression analysis, approaches associated with Operational Research and Systems Movement;
- To understand the concepts and principles of various important Project Management methodologies and their associative metaphor;

- The identification and generation of measures in order to control cost, schedule, quality, scope, risk and benefits (linked with key performance indicators);
- Experience in the application of PRINCE2 and MS Project;
- Comprehend the importance of quality and risk to Business Project Management.
- The development of a critical understanding of different research methods and methodologies for business Project Management.

These objectives are covered by the varied range of modules that form the course (see table 1.0, 2.0 and 3.0). Each module is outlined and associated theories and approaches (i.e. methodology, method, and technique) that are taught and applied, which leads to the attainment of a Business Project Management skill. All modules and their respective approaches are linked with the PRINCE2 methodology, APM competencies and other professional courses. The methodologies, methods, techniques, tools and theories you will learn are all aimed at enhancing your skillset, helping you to achieve your career goals.

## Semester 1

Module	Business Case Development (20 credits)
<b>Outline</b>	The module aims to outline continued justification for the project. It highlights a range of qualitative and quantitative approaches used in the construction of a business case. Technical skills are developed in exploring costs, benefits, risks and schedules which are used to evaluate alternative project scenarios and provides the rationale for the preferred project option.
<b>Skills taught and applied</b>	Spreadsheet modelling, Cost/benefit Analysis Techniques, Value Management Methods, Resources Breakdown Structure, Benefit Management Methods, Sensitivity Analysis skills, Project and Product life Cycles Models, Business Case Performance Indicators, and Quantitative System Dynamics method.
Module	Fundamentals of Project Management (2*10 credits) (10 credit semester 1)
<b>Outline</b>	The module outlines the fundamental principles, methodologies, methods, techniques and tools that are used in traditional Project Management. Project technical skills are developed through the practice of selecting, planning, executing and evaluating a new product, service or process.
<b>Skills taught and applied</b>	PRINCE2 Methodology, Planning Performance Indicators and Measurement, Measurement Theory, Product Breakdown Structures, Work Breakdown Structures Requirements and Specification Methods, Productivity Measures, Rich Pictures, Critical Path Analysis, MS Project, Risk Identification and Analysis methods and Social Web-technology.
Module	Operational Research and Systems Approaches (20 credits)
<b>Outline</b>	This module aims to develop a range of quantitative and qualitative modelling skills with which financial and other information can be structured, manipulated and used for business decision support and project control and evaluation.
<b>Skills taught and applied</b>	Statistical Techniques for Project Management, Soft Systems Methodology, Cognitive Mapping, Project Facilitation skills, Complexity and Uncertainty Theory, Systems Thinking and Analytical Thinking, Traditional OR techniques used in Project Management, Understanding of Soft OR, Hard OR and Mutlimethodological OR, Systems Theory, Project Management Metaphors
Module	Business Risk, Innovation and Change (2*10 credits) (10 credit semester 1)
<b>Outline</b>	This Module provides a thorough grounding on how organizations might deal with various aspects of innovation, management change from a business perspective, and ways to tackle and identify business risk within Project Management.
<b>Skills taught and applied</b>	Business Strategy and Objectives Methodologies, Qualitative and Quantitative Investigation Methods, Analysis Needs Methods, Balance Scorecard Method, Requirements Elicitation Methods.

Table 1.0: Module Descriptions and Associated Skills (i.e. use of methodologies, methods and techniques)

## Semester 2

Module	Research Methods (20 credits)
<b>Outline</b>	The module enables students to use and undertake different types of Business Project Management research. Various research strategies and associated methodologies, methods, techniques and tools are examined and practiced. Additionally, these strategies and approaches are linked with business Project Management metaphors and scientific philosophies.
<b>Skills taught and applied</b>	Research Methods, Research Methodologies, Report writing and presentation skills, Questionnaire design, Reflective Analysis, Generating Lessons Learned, Single and double loop learning theory, Social Theory, and Scientific Philosophies.
Module	Fundamentals of Project Management (2*10 credits) (10 credit semester 1)
<b>Outline</b>	The module outlines the fundamental principles, methodologies, methods, techniques and tools that are used in Business Project Management. Project technical skills are developed through the practice of selecting, planning, executing and evaluating a new product, service or process.
<b>Skills taught and applied</b>	PRINCE2 Methodology, Earned Value Techniques, Resources Planning Techniques, Project Data Analysis, Project Team and Network, Communication Strategy, Community of Practice Theory, Change Evaluation Skills, Strategic Planning Methods, Programme Methodology and Portfolio methodology.
Module	Business Risk, Innovation and Change (2*10 credits) (10 credit semester 1)
<b>Outline</b>	This module provides a thorough grounding on how organizations might deal with various aspects of innovation, management change from a business perspective, and ways to tackle and identify business risk within Project Management.
<b>Skills taught and applied</b>	Risk Identification Methods, Uncertainty theory, Statistics for Risk, Risk Assessment Techniques, Risk checklists, Expected Value technique, Risk Tools, Quantitative and Qualitative Risk Approaches
Module	Quality Management and Standards (20 credits)
<b>Outline</b>	The module focuses on methodologies, methods and techniques used to ensure the new product, process or service meets the requirements of the client. Various concepts, principles and models associated with contemporary quality approaches are examined and applied. Additionally, key product and process improvement standards are reviewed through identified case studies.
<b>Skills taught and applied</b>	Lean Sigma Six Method, Statistics for Quality Assessments, Process Improvement Methodologies, Quality Performance Indicators and Measures, Quality is Free Concept, Quality Review Techniques, Project and Product Descriptions, Total Quality Management, ISO9000 and ISO 9124.

Table 2.0: Module Descriptions and Associated Skills (i.e. use of methodologies, methods and techniques)

## Semester 3

Module	Dissertation (60 credits)
<b>Outline</b>	The Dissertation module requires the completion of a circa 20,000 word research report (not including Appendices and Bibliography). The dissertation is conducted at a Master's level and within the area of Project Management. Additionally, the student should identify a business Project Management topic that is of interest, which enhances their skillsets and employment prospects. The dissertation provides an opportunity for the Master's student to independently conceive, plan and execute an appropriate piece of research underpinned by a firm intellectual foundation. Moreover, high quality dissertations can lead to a conference or journal publication.
<b>Skills taught and applied</b>	Report Structuring Skills, Research Skills, and Publication Skills

Table 3.0: Module Descriptions and Associated Skills (i.e. use of methodologies, methods and techniques)

### Professional, Practitioner and Academic Seminar Speakers

Every month leading consultants, practitioners and academics will be invited to discuss current professional, practical and research issues associated with Business Project Management. Through our network, leading speakers will be invited to present their ideas with regards to an important Business Project Management topic. Students are encouraged to attend

and contribute to these meetings, which can lead to unforeseen opportunities.

### Professional Bodies and Examinations

The course is underpinned by some of the core competencies identified by the APM. It is our intention to gain accreditation from the APM and PMI professional bodies in the near future. PRINCE2 (Projects in a Controlled Environment) is central to

our teaching and learning strategy. Students will have the opportunity to apply this methodology to a 'real-world' project assignment, and undertake PRINCE2 training and the APM Introductory Certificate in order to take these professional exams at London South Bank University. We will also be offering a range of short courses to support the continuous professional development of the Business Project Manager.

## Newspaper Facts

### Project Management: On time and on budget

Managers are looking to ensure that they make use of the best available skills and expertise to ensure their projects are delivered as planned. Industry approved standard tools, methodologies and processes – including the British government-endorsed Information Technology Infrastructure Library (ITIL) and PRINCE2 frameworks, and the Project Management Body of Knowledge (PMBOK) from the British Project Management Institute -- are also being increasingly relied upon to keep IT projects within budget and under control (Sunday Business Post, 2011).

### Hiring Demand Indicators

We've noticed recently that Project Management skills have been commonly required across many different occupations and industries. ... During May 2012, more than 235,000 online job listings included requirements for Project Management skills, an 11% increase compared to May 2011 and more than 51% compared to May 2010 (Lombardi, 2012).

## LSBU Facts

- LSBU is the leading modern university for graduate starting salaries (Sunday Time University Guide 2012)
- Business entrepreneur and former Dragon's Den panellist Richard Farleigh is the chancellor and ceremonial head
- LSBU's Business School is in the top 20% of UK university business schools for student satisfaction (based on 2011 NSS analysis of 'Business & Administrative Studies' by the Association of Business Schools)
- LSBU masters graduates earn an average of £200,00 more than undergrads during their lifetimes
- Graduates have gone on to work for top blue chip companies including Unilever, Nestle, Ogilvy, Merrill Lynch, Danone, HSBC and Oxfam (to name a few)
- Scholarships that offer significant fee discounts. Government initiatives can also help toward costs e.g. 'career development loan'
- Flexible, interest-free, payment options – to help spread the cost of your studies
- Full-time, part-time and flexible modes of study
- Accessible central London campus with convenient transport links and close to world-renowned businesses

## 3.0 Employability

Employability is a critical issue for both graduate students and the University. The course aims to develop a broad set of skills that enables the opportunities to gain Project Management (or related) employment within business organisations. Potential positions in the employment market include Project Manager (IT, Marketing, Charity), Business Analysis, Heath Service Manager, Charities Manager, Accounting and Finance Assistant, Performance Manager, Portfolio Assistant, Quality Manager, Executive Officer, and Operational Researcher, to name a few. To establish your career goals and help you to realise them, we have identified methods and processes that that part of our Professional Development Framework.

### Professional Development Framework

The Professional Development Framework (PDF) is a set of methods and processes to improving student employment opportunities. It is underpinned by the means-end planning notion which was conceived by one of the co-founders of Management Science. The notion acknowledges the need to identify the goals ('the ends') ('the whys') and pathways ('the means') ('the whats' and 'the hows'). The framework encompasses six methods, namely: SWOT (Strength, Weaknesses, Opportunities, and Threats) Analysis, SMART (Specific, Measurable, Achievable, Results-focused, Time-bound) Goals, Personal Development Plan (PDP), Skills Portfolio, Reflective Diary and CV development.

The SWOT analysis, SMART Goals, PDP establishes student career goals ('the whys') and required skills ('the whats'). The Skills Portfolio captures the use of a methodology in practice (which is viewed as a skill) by the student, which can be shown to a potential employer. The reflective diary encourages thinking about the strengths and limitations of the methodology within the context of your career goals. The reflective diary can develop research ideas, generate the need for new skills, substantiate understanding of the methodology, and/or tweak current career goals. The CV is viewed as a baseline document which needs to evolve as new Project Management skills are gained during progression of the course.

The course induction process aims to establish your career goals (the ends) early on, and to identify any required skills. The development of a CV is guided by the induction lecturer with help from the career services. Additionally, business placements and dissertation can be part of the process in creating the path ('the how') of the professional journey (the means), and attainment of new skills ('the whats') are key milestones (reflected in the skills portfolio and CV). Monthly student and mentor meetings can be viewed as directing (or signposts) the pathway in order to achieve career goals (the whys').

#### Placement and Career Services

The Placement and Careers Services centre assist in developing your CV. The CV should be continuously evolved in order to enhance your employability. The centre offers career guidance to further clarify goals ('the why') ('the ends') in the PDP and facilitate a pathway (the means) to attain career objectives. Additionally, the Placement and Career Services highlight part-time work and graduate opportunities on the LSBU JobShop website.

#### Business Project Management Placements

We're currently establishing a portfolio of business project management placements that will offer opportunities with different types of organisation. The placement will be optional and undertaken during your dissertation, and it provides a great opportunity to make contacts that could even lead to a full-time job once you graduate. Placements are a great way to apply newly acquired skills and conduct research in an area of interest, but offers are subject to your performance during both semesters, and are made at the discretion of the course director.

#### Mentoring Scheme

We offer a mentoring scheme which is an integral part of the Business Project Management course. Our mentors have a broad range of experience and project management skills. You can meet their mentor once a month to discuss relevant project and career issues. Allocation of the mentor will be influenced by your career goals, which will be outlined in your PDP. Additionally, this is an opportunity to show your PDP, Skills Portfolio, reflective diary and CV, which may inform discussions with your mentor.

### Newspaper Facts

"You Learn by doing"  
(Project, 2012)

### LSBU Facts

- 90% of LSBU postgraduate students found work or progress to further study within six months of graduating.
- Graduates amongst top 10 earners after graduating.
- A £ 7.2 million centre opens in September where students can access support services, employment opportunities and the Students' Union

## 4.0 Student Experiences

Don't just take our word for it though – these are quotes from students who have benefitted from learning at the hands of our lecturing team:



"I am an experienced web developer working for a small software organisation. Managing software projects is my future career path. My published dissertation enabled me to explore the importance of the business case within

PRINCE2 and Project Management. Furthermore, I combined qualitative system dynamics with cash-flow spreadsheets which seems to be a more insightful approach to project scenario selection. I feel that my dissertation will help me in attaining my career goal."

**Abbas Nadwani**

**Part-time post-graduate student**



"As the Head of Operations and a Project Manager within the Business Faculty. I have found communication to be an important factor to project success. My dissertation explored the use of web technology with the 'communities of practice'

concept. I believe that web-technology has an important contribution to the management of project within a business context. Web technology may also assist businesses to self-organise through highlighting new business needs which facilitates the identification of the new project. I concluded that a project team could emerge through a community network of interested stakeholders and agreement of a viable product to address business change. In a sense, a project team emerges organically. The research aspect of the course was enjoyable and I'm currently considering undertaking a part-time PhD."

**Jonathan Tanner**

**Part-time postgraduate student**



"The Business Project Management module at LSBU enabled me to gain my first project to manage within the marketing organisation that employs me."

**Melanie Chapman**

**Part-time undergraduate student**

### LSBU Facts

- Students come from more than 130 countries worldwide
- 17% of LSBU students come from outside the UK

## 5.0 London South Bank University

London South Bank University is minutes away from the City and this gives us the opportunity to organise events that involve Project Management professionals.

The University is also near the attractions of London's West End. Both the City and the West End are easily accessible by good rail, tube and bus connections. The University is well equipped with both conventional library facilities and a new learning centre, which has the latest computing facilities. It is a multi-cultural environment and the atmosphere is vibrant and lively as well being supportive and friendly.

LSBU website: [www.lsbu.ac.uk](http://www.lsbu.ac.uk)

### Business Faculty

The Faculty has strong links with industry and the business world, and our courses are constantly updated to meet new business and technological needs in the workplace. We have an excellent record for the employment of our students. Successful graduates progress to a variety of careers in areas such as accounting,

banking, human resources, marketing, project management, public relations, software development, data analysis, mobile computing and web development. Furthermore, we have longstanding partnerships with universities throughout Europe, Asia, and other parts of the world, and a truly international student body.

## 6.0 How to Apply

### Entry Requirements

All applicants will be expected to have some practical experience in business. The amount of experience required will depend on the relevance of your bachelor's degree, which should be at least a 2:2. If English is not your first language, you will require IELTS 6.5.

### Duration

#### Course mode and length

Full-time: 15 months

Part-time: 24 months

#### Flexible Block Mode Delivery:

During the day on a monthly basis – Friday and Saturday.

### Location

This course is run at Southwark Campus.

### When course starts

You can start studying in January 2013 or September 2013

### Fees Information

Use our online fees checker to find out costs for courses delivered by LSBU in the UK. You will find it at [www.lsbu.ac.uk/fees/](http://www.lsbu.ac.uk/fees/)

For general information about fees and financial support, visit the LSBU Fees Website at [www.lsbu.ac.uk/fees/](http://www.lsbu.ac.uk/fees/)

### How to Apply

#### Course Enquiries

0800 923 8888  
postgraduate@lsbu.ac.uk  
www.ukpass.ac.uk

## Course director contact details

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