



Master in Strategic Project Management (European)

MSPME Programme Handbook

2014 - 2016

School of Management and Languages

Master in Strategic Project Management (European) (MSPME)

Programme Handbook 2014-2016

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*The information contained within this Handbook is correct as of 8th September 2014.
Students are advised to check the SML Postgraduate Portal for revised editions in order to
ensure they are familiar with the most up-to-date details of their programme:*

<http://www.sml.hw.ac.uk/postgraduate/2014-2015>

Masters in Strategic Project Management (European): Programme Handbook: Welcome

The aim of the *Masters in Strategic Project Management (European): Programme Handbook* is to provide students with details about the academic and operational aspects of the MSPME. This includes the background of the degree programme, the structure and content of the programme, what courses you will be taking in each study period and key dates. We've also included a Frequently Asked Questions section for your quick reference.

In addition to this Programme Handbook, you will also receive three *MSPME University Booklets*, one for each of the campuses you will study at as part of your MSc:

- Heriot Watt University, School of Management & Languages, Edinburgh, UK
- Politecnico di Milano, School of Management, Milan, Italy
- Umeå University, Umeå School of Business and Economics, Umeå, Sweden

You will receive the relevant booklet for each of the above universities when you first arrive at that campus. Each of these University Booklets contain all the information you will need to know about that particular campus, including resources, teaching staff, and any campus specific rules and regulations.

The MSPME Programme Handbook and University Booklets are designed to help you stay informed and make the most of your time studying on the MSPME. All students are expected to download, save and fully read the MSPME Programme Handbook and University Booklets and abide by the rules and regulations contained therein.

You can find the MSPME Programme Handbook and University Booklets (as released) on the Heriot Watt SML Postgraduate Portal here:

<http://www.sml.hw.ac.uk/postgraduate/2014-2015/programme/leadership/mspme.html>

The most up-to-date version of the Handbook will always be published on the website and students are advised to check this site for updates at least once a semester. Students are advised to check the Postgraduate section of the School website for revised editions in order to ensure they are familiar with the most up-to-date details of their programme.

It is the responsibility of all our students to make sure they read, understand and abide by the MSPME Programme Handbook and University Booklets.

In addition to this programme handbook, students on the MSPME are bound by the regulations of the particular campus at which they are currently studying and must abide by these at all times.

1 Summary of Key Information

1.1 Key MSPME Programme Contacts

Key Contacts – Heriot Watt University (Lead Institution)

Programme Director	Prof Umit S Bititci	u.s.bititci@hw.ac.uk	EF29
Deputy Director	Dr Julie McFarlane	J.McFarlane@hw.ac.uk	EF23
MSPME Administrator	Ela Kossakowska	E.Kossakowska@hw.ac.uk	EF15
Postgraduate Officer	Stephanie Ashby	S.A.Ashby@hw.ac.uk	EF12

Key Office Locations – Heriot Watt University

School Postgraduate Office Esmée Fairbairn Building (EF) School of Management and Languages Heriot-Watt University Edinburgh, EH14 4AS Tel: 0131 451 3284 Fax: 0131 451 8336	School Office, Room 1.23 Mary Burton Building (MB) School of Management and Languages Heriot-Watt University Edinburgh, EH14 4AS Tel: 0131 451 3863 Fax: 0131 451 3296
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Website – Heriot Watt University

<http://www.sml.hw.ac.uk/postgraduate/2014-2015>

Heriot-Watt University: School of Management and Languages Postgraduate Programmes Handbook 2014 – 2015

Your Programme Booklet for Study Period 1 is the *Heriot-Watt SML Postgraduate Programmes Handbook 2014-15 (Edinburgh edition)*. This Handbook has been published online and is required reading for all Postgraduate students beginning a programme of study at Heriot-Watt in Edinburgh in September 2014.

The [SML Postgraduate Programmes Handbook](#) is available online here and is divided into three parts:

- *Part A* is SML specific and includes details about dates, examinations, our academic staff, key administrative staff, assessments, progression and useful resources.
- *Part B* of the Handbook contains general information about Heriot-Watt, including links to useful services such as the Students' Union, the International Student Advisors' Office and the Library. There is a full index of weblinks, so if you can't find what you're looking for in Part A, it should be listed here.
- *Appendices*: Here you'll find additional useful information like the Frequently Asked Questions, campus maps, or more detailed information about certain School and University policies, for example, the [Student Guide to Plagiarism](#).

Key Contacts – MIP Politecnico di Milano (Business School)

Course Director	Prof. Antonio Calabrese	antonio.calabrese@polimi.it
Course Co-ordinator	Valeria Sciacovelli	sciacovelli@mip.polimi.it

Key Office Location – MIP Politecnico di Milano (Business School)

MIP Politecnico di Milano
Via R. Lambruschini, 4/C
20156 Milano (Italy)

Website – MIP Politecnico di Milano (Business School)

<http://www.mip.polimi.it/mip/en/globals/mip.html>

Key Contacts – Umeå School of Business and Economics

Course Director	Prof. Tomas Blomquist	tomas.blomquist@usbe.umu.se
Programme Study Advisor	Gisela Taube Lyxzén	gisela.taube.lyxzen@usbe.umu.se
Study Advisor Incoming exchanges students	Rebecca Arklöf	Rebecca.arklof@usbe.umu.se
Student Administrator	Inger Granberg	inger.granberg@usbe.umu.se

Key Office Location – Umeå School of Business and Economics

Umeå School of Business and Economics
Umeå University
901 87 Umeå (Sweden)

Website – Umeå School of Business and Economics

http://www.usbe.umu.se/varastudenter/welcome_mund.html

MSMPE Website

<http://www.mspme.org>

1.2 Key Dates in MSPME Academic Year 2014-16

Study Period 1: HERIOT-WATT UNIVERSITY

Postgraduate Enrolment	8 th September 2014
Study Period 1 teaching starts	Monday 15 th September 2014
Study Period 1 teaching finishes	Friday 19 th December 2014
Italian classes	January 2015 (5 weeks)
Industry Project	9 th January to 14 th February 2015
Study Period 1 finishes	18 th February 2015

Study Period 2: POLITECNICO DI MILANO

Transfer to Milano	week ending 22 nd February 2015
Study Period 2 teaching starts	25 th February 2015
Study Period 2 finishes	31 st July 2015

Study Period 3: UMEÅ SCHOOL OF BUSINESS AND ECONOMICS

Transfer to Umea	August 2015
Study Period 3 starts	24 th August 2015
Study Period 3 finishes	31 st January 2016

Other important dates (such as any relevant public holidays) will be confirmed as soon as possible following students' arrival at each campus.

Students are required to attend for entirety of all study periods and be present for the full examination and re-sit diets. With the exception of the Christmas break, students should not book holidays during their programme.

Students are required to be in Edinburgh in January and February 2015 for the work placements and Italian language course.

For further information on progression, please refer to Section 6 of this Handbook.

2 Programme Communications

2.1 E-mail

Students must check their Heriot Watt e-mail regularly. Your Heriot Watt student e-mail address will be your primary e-mail address throughout the whole programme (Study Periods 1-3). All communication regarding administrative aspects of your programme (E.g. Graduation, timetables etc.) will be sent to your Heriot-Watt e-mail address.

Please note that students' Heriot-Watt e-mail addresses are used by academic and administrative staff to send important information throughout the year. Heriot-Watt academic staff will only use official Heriot Watt e-mail addresses when writing to their students.

New students will be issued with instructions on how to set up their e-mail account during enrolment.

2.2 Contact Details

It is essential that the School and the University are kept informed of any changes to students' contact details, particularly term-time and home addresses. It is the responsibility of the student to notify the MSPME Administrator Ela Kossakowska as soon as a change occurs.

During Study Period 1, you will be able to change your address via Student Self Service.

You will need to make sure your contact details are updated for each Study Period, and you will be advised on how to do this in each of the campus Study Booklets.

Please note that it is particularly important to ensure address details are kept up to date, otherwise important communications such as results or finance letters may be sent to the incorrect address.

2.3 MSPME Social Media

MSPME has its own Facebook Group page called MSPME 2013 Edition 7, which you can find online here:

<https://www.facebook.com/#!/groups/424396327644731/>

This will be the only Facebook Group page that is co-ordinated and accessed by MSPME administrators in Edinburgh, Milan and Umea. All the important information about your programme will be published here.

3 Welcome from your MSPME Programme Directors

Welcome to the Masters in Strategic Project Management (European) programme, also known as MSPME. We hope you find the programme enjoyable and rewarding and that it will help you achieve your career goals.

Now in its eighth edition, MSPME is one of the most respected postgraduate project management Programmes in Europe. Not only do our students benefit from the expertise within three teaching institutes across Europe, but they also draw on a wealth of knowledge from visiting scholars and internationally recognized academics. In addition the MSPME programme has number of industrial partners and provides students with the opportunity to undertake industrial projects, short placements, post-graduation internships, research data and guest lectures.

We pride ourselves on being part of MSPME and would like to take this opportunity to welcome you to the family. Through this programme you will have the opportunity to meet interesting people, visit interesting places and experience a degree of cultures. We therefore wish you every success and hope you will be able to fulfil your personal and your academic ambitions through the MSPME.

Best wishes

Umit Bititci, Antonio Calabrese & Tomas Blomquist

4 The MSPME Consortium

4.1 Heriot-Watt University

With a history dating back to 1821, Heriot-Watt University has a long and rich tradition of excellence and a proven track record of educating, inspiring and challenging the professionals of tomorrow.

Heriot-Watt is a global leader specialising in Engineering; Mathematics & Computer Science; Business; Languages; Life Sciences; Physical Sciences; Textiles & Design. Our distinctive focus on the practical application of knowledge and learning for the betterment of society is an essential characteristic of Heriot-Watt University. Throughout the last century our academic curriculum developed with a strong emphasis on the needs of industry. In the 21st century responding to the needs of business and industry continues to define Heriot-Watt's approach and we work in partnership with the professions to develop our programmes in accordance with their needs.

Heriot-Watt University has 5 campuses. Three UK campuses; Edinburgh, Scottish Borders and Orkney, and two international campuses, in Dubai and Malaysia. Known as Scotland's International University 33% of students on our UK campuses come from some 123 countries outside the UK.

After being named Scottish University of the Year in the Sunday Times University Guide in 2011-12, we're proud to announce we've retained this accolade for 2012-13, and have also been declared the best [University in Scotland for Student Experience by the National Student Survey \(2012\)](#).

4.2 Heriot Watt University: School of Management and Languages

The School of Management & Languages is one of the largest academic Schools at Heriot-Watt. The School's teaching, research and industry-facing activities fall broadly into the four main areas of:

- Accountancy and Finance
- Business Management (including Business Law, Marketing and Strategy).
- Economics
- Languages and Intercultural Studies
-

With over 100 full-time academic staff the School is committed to providing students with a rich and varied learning environment in which students can fulfil their potential. The School has very close links and maintains excellent beneficial relationships with industry, commerce and the relevant professional bodies. Many staff are involved in a range of research and consultancy work funded by agencies such as the Economic and Social Research Council (ESRC), the European Union and World Bank. Results and findings from research being undertaken in our specialist research centres feed through into our postgraduate teaching, providing an invaluable synergy.

Our world-leading research centres include:

- Logistics Research Centre (LRC)
- Centre for Economic Reform and Transformation (CERT)
- Centre for Translating and Interpreting Studies in Scotland (CTISS)
- Centre for Finance and Investment (CFI)
- George Davies Centre for Retail Excellence
- Centre for Research on Work and Well-being (CRoWW)

There are currently over 1200 undergraduate students and 400 postgraduate students at the School's Edinburgh campus. We also have over 1500 students worldwide studying for undergraduate degrees in business via the School's distance-learning programme.

Graduates of the School have gone on to develop successful careers in organisations in all sectors of the economy and right across the world in places such as the USA, Hong Kong, Australia, Malaysia and Europe.

4.3 Heriot Watt University: Edinburgh

Edinburgh is one of the world's great cities and renowned as a centre of learning and discovery; studying here is a stimulating and inspirational experience. Edinburgh is world-famous for its festivals, devoted to theatre, film, books, music, science and politics, which attract 1.4 million visitors to the city each year.

Edinburgh offers a unique city environment. It's culturally diverse, historically significant, socially alive, environmentally aware, politically central and visually stunning. The centre of Edinburgh has been awarded UNESCO World Heritage Site status in recognition of its stunning urban landscape in the medieval Old Town and the Georgian New Town. In addition, the city encompasses some striking modern architecture including the parliament building and the Museum of Scotland.

Edinburgh is a great city for student life. Students make up one fifth of the city's population, so you'll find a huge choice of places to hang out with friends and meet new people, and plenty of amenities catering for diverse interests and tastes. To top it all, Edinburgh is lucky to have significant and magnificent green spaces: the impressive extinct volcano, Arthur's Seat, and its associated park, lie at the heart of the city. If that wasn't enough, Edinburgh has 112 public parks and more trees per person than any other British city.

You're also within easy striking distance of some of the world's most beautiful wild landscapes, from the Trossachs in the west and the Highlands in the north, to the Borders in the south.

4.4 Politecnico di Milano

Politecnico di Milano is a university founded in 1863. Since then it has grown and to play significant role in the field of engineering and technology as well as in architecture and design, and contributed through its graduates, who then became professors, researchers and entrepreneurs, to making the history of scientific research in Italy and in the world. Politecnico di Milano carries out strategic research in the fields of energy, transport, planning, management, design, mathematics, natural and applied sciences, ICT, built environment and cultural heritage.

The areas it covers are those typically associated with a leading research university, from basic research and technology transfer to industrial spin-offs. Specifically, in the fields of management, economics and industrial engineering, it offers the highest level of educational programmes for undergraduate, postgraduate and post-experience students.

In addition to the two campuses in Milan, Politecnico di Milano has five other sites located in the Italian regions of Lombardy and Emilia-Romagna, and two abroad: one in China and one in India.

Furthermore, it makes use of a network of facilities and partnerships, including the Business School MIP, to carry out postgraduate education and applied research programmes, working both with and for companies and public administrations.

The technology and design culture of Politecnico di Milano has shaped the engineers, entrepreneurs, designers and architects who created the culture of “Made in Italy”. These include Renzo Piano and Aldo Rossi (Pritzker Prize in 1990 and in 1998) and the Nobel Prize winner for Chemical Engineering, Giulio Natta (1963) full professor at Politecnico di Milano for discoveries in the field of the chemistry and technology of high polymers.

4.5 Politecnico di Milano: School of Management

Founded in 2003 the School of Management at Politecnico di Milano covers numerous areas of research, education and high level consultancy in the fields of economics, management and industrial engineering.

The School of Management comprises the Department of Management, Economics and Industrial Engineering as well as the renowned Business School, MIP, founded in 1979. For over 30 years MIP has been recognised as a prestigious business school in its own right and is a consortium between Politecnico di Milano, many Italian institutions and several leading public and private industrial groups with a focus on integrating specialist academic knowledge with practical professional elements from the world of business and consultancy.

The School of Management has achieved the prestigious EQUIS accreditation and also is one of 140 business leading business schools accredited by EFMD. In 2009, the School was included for the first time in the Financial Times’ ratings of top European Business Schools and in 2010 was confirmed as the only Italian business school listed in the rankings for three Master degrees: Executive MBA, Full time MBA and Master of Science in Management Engineering. The School also entered the Financial Times’ Executive Education Custom Rankings in 2011.

4.6 Politecnico di Milano: Milan

Politecnico di Milano is based in the cosmopolitan city of Milan which is bubbling centre of activity and business and hosts an array of cultural events, art exhibitions and trade shows, attracting international visitors all year. Milan is, furthermore, Italy's business centre and hosts a large international business community. MIP students complement their experience through interaction with this network. Some of the most popular and successful companies in Italy were established here: Alfa Romeo, whose name is synonymous with the automotive world (1910), Pirelli, the famous tyre company founded in 1872 and Prada, the fashion brand founded in 1913. Several of the most important companies in Italy and in the world choose Milan and its surroundings for their branches (Nestle, Bugatti, Huawei, Vuitton, Mercedes). Print media too, has a strong base in the region: "Corriere della sera" is the most important daily in Italy, "Gazzetta dello sport" is nation's official sports newspaper, and "Sole 24 ore" is the most important financial newspaper in Italy.

Milan has much more to offer besides excellence in business. The city is rich in history with fascinating sites such as Castello Forzesco and La Scala theatre which has hosted some of Milan's extraordinary talents for generations.

While studying here in Milan you can enjoy a big slice of Italian Culture. From Leonardo's Last Supper to the newly opened museum, Museo del 900, there is a huge variety of choice.

Milan is well known worldwide as the Italian fashion and style centre. Here not only is some of the best shopping in the world, but you also have the chance to participate in various fashion events that take place here.

From Milan it is also possible to travel easily all over Northern Italy to the famous cities of Lecco and Como and their wonderful lake as well as reach Venice, Genoa, Florence, and Rome in just a few hours by train. Most of the major European capitals are just a couple of hours from Milan by air.

4.7 Umeå University

Umeå University was founded in 1965 and is Sweden's fifth oldest university. Today, we have a strong international and multicultural presence with students, teachers and researchers from all over the world. As one of the leading comprehensive universities in the nation, we are alive with enthusiasm, creativity and fresh ideas. We constantly strive towards being one of Scandinavia and Europe's best environments for education, research and community engagement that meets the challenges of an ever-increasing global society.

4.8 Umeå University: Umeå School of Business and Economics

Umeå School of Business and Economics, one of Sweden's five business schools, is a campus school. Although it was founded in 1989, education and research in business date back to 1966. The school offers five undergraduate programs, six Master's Programs, doctoral programs, and a large number of courses, with a total enrolment of approximately 1,800 students. Research in Business Administration in the fields Accounting / Finance / Auditing, Entrepreneurship, Management and Marketing is well developed. Umeå School of Business and Economics faculty members have established an extensive network in the business community and have vast experience working closely with private and public organizations in both research and teaching. International exchange is an important component of student life at Umeå School of Business and Economics. Our 70 partner universities around the world send students to Umeå every year, and about 45 % of our business school graduates have spent one or two semesters abroad as part of their curricula.

<http://www.usbe.umu.se>

4.9 Umeå University: Umeå

Umeå is a clean and green city in Northern Europe, where people and businesses respect the beautiful northern landscape and really care about protecting the environment.

The city's green credentials are underlined by the fact Umeå is known as the "City of Birches." Almost 3000 birch trees were planted along the city's wide avenues following a devastating fire that destroyed large parts of the city back in 1888.

As one of the fastest growing cities in Sweden, Umeå successfully manages to balance its environmental commitments with its trade and industry ambitions, attracting some of the world's most creative and enterprising businesses to the region. .

5 MSPME Programme Overview

MSMPE reserves the right to update materials from time to time and will ensure that advance notification concerning changes to materials is provided to students on the relevant section of the University website. It is the responsibility of students to check the MSPME website, particularly if they are returning to studies after a period during which their studies have been in abeyance.

5.1 Programme Handbook

This programme handbook is for your reference and along with the information you will be issued in Milan and Umea, should contain all the information about the programme you require. Please read the handbook carefully prior to the start of the programme. If you have any queries which are not answered here, please contact the MSPME Administrator who will be able to help. The rules and regulations governing the Masters in Strategic Project Management (European) are set out and should be read thoroughly. Should any amendments be necessary, you will be notified as soon as possible.

5.2 Programme Aims and Objectives

The MSPME is a unique programme in the field of social science. It is the only master programme that takes an international perspective to the strong and growing demand for strategic thinkers who can deliver core business activities and realize competitive strategies in public, private and voluntary sector organizations through the implementation of strategic projects. This we define as Strategic Project Management. The overarching aim of the programme is to develop graduates that have systematic understanding of knowledge that combines 'project management' as a process to deliver complex change and 'strategic management' as a process of formulating and implementing organizational strategy. This fundamental need is achieved through the following course objectives:

Learning Objectives are to enable students to:

- Develop detailed knowledge of contemporary and pervasive issues in strategic project management from both academic and professional perspectives.
- Develop a significant range of principal and specialist skills, techniques and practices in the domains of strategy and project management.
- Critically examine, evaluate and reflect upon different research perspectives and techniques used in the areas of strategic project management.
- Conduct original and empirical research on a strategic project management topic and present this in the form of a Masters level thesis, demonstrating extensive, detailed and critical understanding of that topic
- Develop effective communication skills and work efficiently with colleagues and academic staff in a variety of tasks, demonstrating extensive appropriate levels of autonomy and responsibility.
- Enhance ability to work effectively in multicultural teams and manage diversity and multiculturalism.

- Socio-Economic Objectives to enhance students:
 - Employability through development of strategic awareness and transferable skills, particularly in leadership, teamwork, communication, negotiation, conflict resolution and presentation.
 - Ability to develop skills to conduct and publish original research and disseminate this to the academic and industrial communities, thus contributing to the wider field of study.
 - Competency to contribute to the formation and implementation of an organisation's competitive strategy within the public and private sectors, particularly within turbulent and growing environments and economic uncertainty and opportunity.
 - Ability to facilitate strategic change within dynamic internal and external organisational environments, with potential to add value economically and socially by creating synergies between parties.
 - International networks for future employment, collaboration, knowledge exchange and partnership arrangements.

The projectification of society has resulted in a current and future demand for project professionals who can efficiently formulate strategies for the implementation of large, complex projects and programmes. These vary widely from non-governmental organisation (NGO) aid projects to multi-national sustainability programmes; from product development projects for sustainable competitive advantage to implementing strategic change under crisis; and from society-wide regeneration programmes to the implementation of industry specific projects. The MSPME successfully addresses this demand through consideration of salient organisational challenges. The first is the globalisation of economies, where project professionals need to integrate and balance the global and multicultural boundaries that transcend international, national and institutional levels. The second is the organizational challenge of creating capabilities to facilitate knowledge exchange between partners for the development of resources, intellectual property, and beneficial agreements. The third challenge is to integrate existing and changing market knowledge to create innovative systems technology for the development of new products and services that enable a sustainable competitive advantage .

Both industry and academic reports confirm that the major adoption of project management practices is set to continue as an increasing number of organisations seek beneficial change through the implementation of projects. Significantly, a number of Europe 2020 Strategy Initiatives are being delivered in the form of projects. For example, The World Bank has placed full-life cycle project management training high on its agenda to efficiently manage funded projects. The UK government has also identified project implementation as a key strategic directive by creating centres of excellence to improve programme and project delivery within the Civil Service. Indeed, project organising has become so widespread that international Government spending on public projects could reach an estimated US\$35 trillion over the next 20 years. Despite this, recent statistics suggest that only 32% of projects are successful, with 44% of projects being challenged in terms of budget and late delivery, and 24% of projects failing. Empirical research proposes that the salient contributing factor to project failure is the lack of alignment of projects with organisational strategy. Projects are consistently implemented without a justified value-added business case. Furthermore, projects are executed with little reference to organisational strategic objectives. Strategic project management seeks to address this fundamental gap by maintaining alignment of projects with

organisational strategy through project selection, prioritisation, resource allocation and realignment with changes in the business environment. As the projectification of society expands the demand for highly competent strategic project management professionals will increase.

Global economic uncertainty, turbulent environments and the need for public sector efficiency gains require organizations to respond rapidly to change in order to maintain competitive positions and promote effectiveness. Conversely, emerging markets such as Brazil, Kenya, Turkey and Vietnam, where GDP is relatively stable, are committing large scale spending for infrastructure development projects. These projects, as with change projects, are of high strategic importance to organizations and success is dependent on maintaining strategic alignment with organizational objectives. Consequently there is a need for professional competencies that efficiently manage the complexity of initiating and executing strategic projects. This requires a detailed understanding of the emergent nature of strategy and the consequential implications for project implementation. Whereas, the MSPME remains unrivalled as the leading master programme in the field of strategic project management, MSPME II will meet the current and future industry needs for strategic project management professionals who can facilitate strategic change and contribute to the realization of sustainable competitive strategies within the international arena.

The MSPME supports the European Union as centre of excellence in learning around the world. Application for Erasmus Mundus scholarship has grown from 300 in 2006 to 1,675 in 2010. During this time, the MSPME has enrolled high calibre students from over 54 different countries and visiting scholars from some of the most respected universities active in the field of project management (see appendix 3). The programme has also continued to attract fee-paying students, thus demonstrating the strength of the MSPME brand. However, in considering the unpredictable global environment and the significant role now projects play in managing strategic change, MSPME II will prepare graduates who are able to manage the future challenges organisations will face when seeking to sustain a competitive advantage under uncertainty. This fundamental need is realised through increased collaboration and Associate Partnership with NGO's, government organisations and industry practitioners.

5.3 Awards

On successful completion of the programme, students receive multiple degrees as follows:

Heriot Watt University	Master of Science in Strategic Project Management (European) 90 ETCS
Politecnico di Milano	Master Universitario di I livello in Strategic Project Management. 90 ETCS
Umeå University	Master of Science Major: Business Administration, Specialication: Strategic Project Management. 90 ETCS

For the award of the degree of Master of Science, students must also obtain an overall average mark of 50% (grade C) across all taught courses plus the Master Thesis.

Students obtaining 60 ECTS credits with an overall average mark of at least 40% (grade D) are eligible for the award of a Postgraduate Diploma from Heriot Watt only

Students obtaining 30 ECTS credits with an overall average mark of at least 40% (grade D) are eligible for the award of a Postgraduate Certificate from Heriot Watt only.

5.4 Academic Scholars

The MSPME is fortunate in that it receives a number of international academic scholars each year who present their work, run seminars and extra workshops in support of the students' studies.

Students must attend all presentations by academic scholars and contribute to any sessions and workshops they are invited to.

5.5 Guest Speakers

The MSPME enjoys collaboration with industry professionals. Throughout the year you will have the opportunity of seminars from a number of guest speakers. Students must attend all presentations as these are an essential part of student learning

5.6 Associate Partners

The MSPME is fortunate in that it welcomes a number of industry organisations to enhance the learning experience. In January students will have the opportunity of participating in an industry project and receive guidance from an industry professional. Students must attend these sessions as these are an essential part of student learning

Associate Partners	
VisitScotland	Indexator
BAE systems	Nomura
Scottish Courts Service	Nordiclight
Association of Project Management	Swedbank
Selex GS	Italian Association of Industrial Plant
Standard Life Investments	Italian Federation of Industrial Plant Engineering
Scottish Government (Constitution Directorate)	Autostrade per l'italia
Edinburgh Chamber of Commerce	Foster Wheeler
Alimak	Handelsbanken

5.7 Language Courses

5.7.1 Heriot Watt Conversational Italian

To assist with your transfer to Milan a conversational Italian language course will commence for five weeks from January 2014. This course is optional and has no credits.

5.7.2 Languages Politecnico di Milano

Italian language course is highly recommended and free of charge for MSPME students. More information about it and how to sign up will be given at the beginning of the study period in Milan.

5.7.3 Languages at Umea University

You are able to sign up for Swedish language course when you register for the period in Umeå. More information about how to sign up will come during your study period in Milano.

6 MSPME Programme Structure

The University operates a Common Assessment and Progression System (CAPS), which specifies minimum progression requirements. Schools have the option to apply progression requirements above the minimum University requirement, which are approved by the Studies Committees. Students should refer to the programme specific information on progression requirements. This information is contained with the postgraduate Programme Guides, as detailed below.

Further information on CAPS can be found within the University Regulations.

<http://www1.hw.ac.uk/ordinances/regulations.pdf>

6.1 Programme Structure

Please note that this document may subject to change over the programme of the academic year. You will be notified of any such changes as appropriate.

The MSPME programme comprises 13 taught courses and a Masters thesis. Courses are arranged into three key themes studied at each institution:

Study Period 1 Heriot-Watt University (HWU)	Study Period 2 Politecnico di Milano (Polimi)	Study Period 3 Umeå University (UmU)
Course Code & Title	Course Code & Title	Course Code & Title
Strategic Project Management 7.5 ECTS Credits Leadership 7.5 ECTS Credits Business Models Themes and Issues 7.5 ECTS Credits Strategic Change 7.5 ECTS Credits	Project Management I 7 ECTS Credits Project Management II 6 ECTS Credits Project Risk Analysis and Management 4 ECTS Credits Project Procurement 3 ECTS Credits Management Accounting and Control 4 ECTS Credits Finance 3 ECTS Credits Business Statistics 3 ECTS Credits	Research Method 7.5 ECTS Credits Strategic Project Management Decision Making 7.5 ECTS Credits Master level Thesis 15 ECTS Credits

Full details of the programme structure and award requirements for the MSPME will be shown on the following pages of this handbook. This programme structure document will also be made available online at the start of Study Period 1 at the following website: <http://www.mspme.org>

6.2 Study Period 1: Heriot Watt Programme Information

Course refers to a unit of study which spans a study period. An overall grade is awarded for each course at the end of the period in which the course was studied.

Each course will be assessed in one of three ways:

- by coursework;
- by examination;
- by a combination of both coursework and examination

At the end of each course an overall grade is awarded:

Overall mark of approximately 70% or more	A
Overall mark of approximately 60% to 69%	B
Overall mark of approximately 50% to 59%	C
Overall mark of approximately 40% to 49%	D
Minimum requirement for the award of credit points	E
Performance below the minimum acceptable level for the award of credit points (FAIL)	F

At the end of Study Period 3 in Umea, all marks will be collated from across the three institutions and moderated for your final results.

6.3 Progression Criteria

In Study Period 1, students register for a total of four mandatory modules. Each course is worth 7.5 ECTS credits (15 Scottish Credit and Qualification Framework credits). MSPME students must pass all mandatory modules in Study period 1 and achieve a mark of 50% (grade C) or higher in all of them.

Students failing modules in Study Period 1 are permitted one further opportunity for reassessment for a maximum of three modules. Any student failing to obtain at least a grade C following re-assessment in the course cannot proceed to Study Period 2, Polimi, of the Master of Science, but may be considered for the award of a Postgraduate Certificate from Heriot Watt only.

Further information regarding to Progression will be provided to students during Study Period 1.

7 MSPME Course Outlines

Individual course outlines are contained within this section. They give details of the aims, objectives, assessment procedures and key texts for each course taught on the programme. Full course descriptors will be given out at the beginning of each course.

Course Code	C11LD
Course Title	Leadership
Course Co-ordinator	Prof. Laura Galloway
Delivery Schedule	Study Period 1: Heriot Watt
Course aim	<ul style="list-style-type: none"> ▪ To introduce theories of leadership ▪ To develop an appreciation of the role of leadership in business and specifically in commercial projects ▪ To understand the linkages between effective and appropriate leadership and organisational strategy ▪ To develop a depth of understanding and analysis of different leadership theories in various contexts ▪ To develop an advanced appreciation and understanding of different styles of leadership ▪ To develop skills associated with leadership ▪ To provide the opportunity to consider appropriate leadership practice in various real-life or simulated contexts
Course Syllabus	<ul style="list-style-type: none"> · Decision processes in organisations. Decision Support Systems. · Statistical inference: estimation and testing. Applications of inference in management and finance. · Forecasting techniques: exponential smoothing, autoregressive models and regression based techniques (theory and applications). · Mathematical models and decision problems.
Assessment	<ol style="list-style-type: none"> 1. Two group assignments (40%) 2. End of course examination (60%)

Course Code	C11TJ
Course Title	Business Models: Themes and Issues
Course Co-ordinator	Dr Colin Turner
Delivery Schedule	Study Period 1: Heriot Watt
Course aim	To establish links between contemporary strategic thinking and the operational aspects of the enterprise through business models. Critical examine how modern strategic thinking is reflected within evolving business models; To explore the major themes and issues in the development of business models. To examine the link between business models, the value proposition and competitive differential.
Course syllabus	<ul style="list-style-type: none">• The evolution of strategy in the new economy;• Business models;• Quality/value as a source of differentiation;• Value Propositions: development and change;• Experience/attention economy;• Quality/Value in on-line environments;• Modularity/Solutions based strategies• Value propositions in the international economy.
Assessment	Continuous Coursework (100%)
Key texts	TBC

Course Code	C11SH
Course Title	Strategic Change
Course Co-ordinator	Mr Robert Graham
Delivery Schedule	Study Period 1: Heriot Watt
Course aim	Provides students with a knowledge and understanding of organisational change from a strategic HR perspective, and of models of change and their application
Course syllabus	<ol style="list-style-type: none"> 1. An introduction to strategic change – 2. Organisational Analysis and Development 3. Analysis of the organisation 4. Culture Change 5. Designing and managing the transition - 6. Performance management 7. Human resource development 8. Reward management 9. Resistance to Change 10. Downsizing and redundancy 11. Leading Strategic Change
Assessment	<ol style="list-style-type: none"> 1. Individual coursework (50%) 2. End of course examination (50%)
Key text	J. Balogun and V.H.Hailey, <i>Exploring Strategic Change</i> (2 nd ed.), Pearson Education, 2004.

Course Code	C11SP
Course Title	Strategic Project Management
Course Co-ordinator	Mr Amos Haniff
Delivery Schedule	Study Period 1: Heriot Watt
Course aim	This core course investigates the linkages between business strategy, implementation and project management. In particular it seeks to establish how organisations align projects with the organisational strategy. Emerging practices of alignment are discussed, including portfolio management and programme management
Course syllabus	<ul style="list-style-type: none">• Defining strategic project management• Strategy and Projects• The strategic hierarchy of projects• Project Portfolio Management• Value Management• Project Programme Management• Programme Organisation and Governance• Benefits Management• Programme and Project Maturity
Assessment	Continuous Coursework (100%)
Key text	Morris W.G. & Pinto, J.K. (2007) The Wiley Guide to Programme Management

Course Code	TBC
Course Title	Business Statistics
Course Co-ordinator	Prof. Rocco Mosconi
Delivery Schedule	Study Period 2: Politecnico di Milano
Course Aim	The purpose of the course is to provide an introduction to Business Statistics and its role in understanding economic phenomena and in decision making. Depending on the student's background, some of the topics illustrated in this course might be already known. However, the goal is to fill possible gaps, and to provide a more applied perspective on the methods. The illustration of the techniques in Excel and the application to cases will be an important part of the teaching.
Course Syllabus	<ul style="list-style-type: none"> • Decision processes in organisations. Decision Support Systems. • Statistical inference: estimation and testing. Applications of inference in management and finance. • Forecasting techniques: exponential smoothing, autoregressive models and regression based techniques (theory and applications). • Mathematical models and decision problems.
Assessment	<ol style="list-style-type: none"> 1. Two group assignments (50%) 2. End of course examination (50%)
Key text	M.L. Berenson, D.M. Levine, T.C. Krehbiel (2007) <i>Basic Business Statistics: concepts and applications</i> – 11 th edition - Prentice Hall

Course Code	TBC
Course Title	Finance
Course Co-ordinator	Prof. Marco Giorgino
Delivery Schedule	Study Period 2: Politecnico di Milano
Course Aim	The main goal of the Finance course is to develop logics and approaches and to provide tools and operational solutions for the main financial evaluations within the contexts of business and financial markets. In particular the course is broken down into three different areas which represent typical decision areas of strategies and financial management such as the valuation of the investments, choices for the raising of capital, company valuation and structured finance.
Course Syllabus	<ul style="list-style-type: none">• The economic financial investment appraisal.• Technical forms of company financing.• Financial markets and financial investment choices (introduction).• Project financing.• Equity Securities.• Company Valuation.
Assessment	End of course examination, consisting of a presentation.
Key text	A.Damodaran (2003). <i>Corporate finance: Theory and Practice</i> , 2nd Edition, John Wiley & Sons

Course Code	TBC
Course Title	Management Accounting and Control
Course Co-ordinator	Dr. Emanuele Lettieri
Delivery Schedule	Study Period 2: Politecnico di Milano
Course Aim	<p>The goals of this course are:</p> <ul style="list-style-type: none"> • To introduce the basic elements of management control systems • To presents available accounting techniques, their use within organizations, advantages and criticality • To study control architecture, the major decisions in designing the overall system and their implication on management activities • Too introduce the main trends relating management control systems
Course Syllabus	<ul style="list-style-type: none"> • Financial Accounting: architecture of financial reports (balance sheet, profit and loss account, cash flow statement), reading of financial reports (ratio analysis) [theory + case studies] • Management Control Systems: control in feed-back, budgeting, reporting, role of business controllers • Cost Accounting: cost classification, Traditional product costing, Activity Based Costing & Management [theory + case studies] • Short-Term Decision-Making: cost-volume-profit analysis, contribution-margin analysis, make or buy decisions [theory + case studies]
Assessment	<ol style="list-style-type: none"> 1. Group assignment (40%) 2. End of course final examination (60%)
Key text	<p>David Alexander, Christopher Nobes (2007) - "Financial Accounting: international introduction" – third edition – Prentice Hall</p> <p>Colin Drury (2008) "Management and Cost Accounting" – seventh edition – South Western</p>

Course Code	TBC
Course Title	Project Management 1
Course Co-ordinator	Dr Mauro Mancini
Delivery Schedule	Study Period 2: Politecnico di Milano
Course Aim	The purpose of the course is to provide a general view and introduction to the project management in terms of its principal tools and techniques used in different industry sectors with some specific insight on large projects in Engineering & Contracting
Course Syllabus	<ul style="list-style-type: none"> • Project and Project management. Project definition, typology of project, project life cycle. Project Models. • The Work Breakdown Structure. Definition rules of a WBS. Standardisation of the work packages. Example of WBS in different fields. • Scheduling of the project. Representation of the project: Precedence diagram and Gantt Diagram. Precedence Diagram Method. Critical Path Method. Time lag evaluation. Earlier and later date. • Control of the project. Development measurement. Cost Schedule Control System. “S curve” representation. Definition of mitigation plans. Analysis of Variations. Cost and Time Deterministic Evaluation. Financial control of the project (Project Balance). • Probabilistic approach. Program Evaluation and Review Technique. Control Interval and Memory approach. Event tree representation. Cost and Time Probabilistic Evaluation
Assessment	<ol style="list-style-type: none"> 1. Group Project work (40%) 2. Project work final presentation (10%) 3. End of course examination (50%)
Key text	<p>Rory Burke (2006) <i>Project Management: Planning and Control Techniques</i>, 5th edition - Burke Publishing</p> <p>A Guide to the Project Management Body of knowledge (PMBOK Guide) – Project Management Institute (2008)</p>

Course Code	TBC
Course Title	Project Management 2
Course Co-ordinator	Prof. Antonio Calabrese
Delivery Schedule	Study Period 2: Politecnico di Milano
Course Aim	This course is focused mainly on two goals: to offer some insights on emerging issues in project management for PM success and to supplement theoretical models with case studies and practical experience from managers and practitioners (coming from associate partners or as guest teachers).
Course Syllabus	<p>Due to the aim of the course, the syllabus will vary at each edition depending on the most relevant subjects coming from the academic research (at international level) and the emerging needs of companies and organizations in terms of processes, organizational models and strategy. The list of topics may include:</p> <ul style="list-style-type: none"> • Uncertainty management • Behavioural competences • Strategy and portfolio management • Techniques for project cost control • Stakeholder management <p><i>Note – This course could take some topics already taught in other modules, but through a different perspective (deeper and/or more practical with discussions/case studies from operated projects)</i></p>
Assessment	End of course examination (100%)
Key text	Teaching material and case studies (e.g. from Harvard Business Publishing)

Course Code	TBC
Course Title	Project Procurement
Course Co-ordinator	Prof. Enrico Cagno
Delivery Schedule	Study Period 2: Politecnico di Milano
Course Aim	The purpose of the Project Procurement course is to provide basic knowledge about concepts, methods, and techniques for an effective management of the procurement processes. The issues are deployed with regard to complex projects allowing a knowledge transfer and exploitation on the full spectrum of kinds of projects.
Course Syllabus	<ul style="list-style-type: none"> • The procurement process in projects. • The Supply Chain Management (SCM) and the Supply Chain Risk Management (SCRM) in a project. • Strategic planning in purchasing goods and services. Suppliers' assessment and vendor rating. Risk management in purchasing goods and services.
Assessment	The final evaluation consists of a written and oral comprehensive examination and successful completion of group and individual assignments.
Key text	<p>PMI PMBOK Guide Ch.12 "Project Procurement Management"</p> <p>Further readings:</p> <p>Handbook of Procurement (Hardcover) by Nicola Dimitri (Editor), Gustavo Piga (Editor), Giancarlo Spagnolo (Editor) Publisher: Cambridge University Press (October 2, 2006)</p> <p>Strategic Procurement Management for Competitive Advantage(Hardcover) by Sanjay Ukalkar Publisher: Oxford University Press, USA (November 30, 2000)</p> <p>Project Risk Management Guidelines: Managing Risk in Large Projects and Complex Procurements (Hardcover) by Dale F. Cooper, Stephen Grey, Geoffrey Raymond, Phil Walker Publisher: John Wiley & Sons (December 17, 2004)</p>

Course Code	TBC
Course Title	Project Risk Analysis and Management
Course Co-ordinator	Prof. Franco Caron
Delivery Schedule	Study Period 2: Politecnico di Milano
Course Aim	The purpose of the Project Risk Analysis and Management course is to provide basic knowledge about concepts, methods, and techniques in order to develop an effective analysis and management of project risks, both from a qualitative and quantitative point of view. The focus is on the main processes involved: project risk management planning, risk identification, risk assessment, risk quantification, risk response planning, risk monitoring and control.
Course Syllabus	<ul style="list-style-type: none"> • Project certainty, uncertainty and unpredictability. Project robustness and project flexibility. Dealing with the continuum issue, risk and unexpected. • A risk oriented project management approach. Interactions among project management, risk management, knowledge management. Major risks and variability of project parameters. • Definitions of project risk/opportunity, project assumption, uncertainty source, risk trigger, response action. Risk parameters: occurrence probability and impact severity. Risk exposure. Risk chain. • Risk management planning, risk identification, risk classification, risk assessment, risk quantification, risk response planning, risk monitoring and control. Project risk management plan, Risk register, Risk sheet, Matrix probability/impact. • Risk cube: classification by Risk Breakdown Structure, Work Breakdown Structure, Organization Breakdown Structure. Estimate of the risk load for each project element. • Risk response strategies. Risk response actions. Unconditional and conditional actions. Contingency reserve. Preventive and protective actions. • Project contract: risk sharing and risk allocation. Typical contract provisions.
Assessment	<ol style="list-style-type: none"> 1. Group assignment (25%) 2. Individual assignment (25%) 3. End of course examination (50%)
Key text	<p>A Guide to the Project Management Body of knowledge (PMBOK Guide) – chapter 11 “Project Risk Management” – Project Management Institute (2013)</p> <p>PMI, Practice Standard for project risk management</p> <p>F.Caron, Managing the continuum: certainty, uncertainty, unpredictability. Springer 2013</p>

Course Code	TBC
Course Title	Research method
Course Co-ordinator	Karl Johan Bonnedahl, PhD
Delivery Schedule	Study Period 3: Umeå
Course Aim	The overarching aim of this course is to develop advanced knowledge of perspectives, strategies and design in research. This will increase the student's ability to carry out and assess business research and investigations. Important building blocks are the problem formulation, frames of reference, scientific approaches, including the ontological and epistemological points of departure, and methods for data collection and analysis.
Course Syllabus	After completing this course, the student should be able to: <ul style="list-style-type: none">• identify and discuss how fundamental assumptions, scientific ideals, perspectives and frames of reference influence a process of scientific knowledge creation• formulate and argue for relevant research questions, including the theoretical relevance and positioning• discuss characteristics of research strategies and approaches, critically review and assess literature, and discuss and evaluate the suitability of various methods to solve different research questions• apply acquired knowledge in the planning, design, implementation and reporting of scientific studies• demonstrate an ability to assess and discuss social, environmental and ethical dimensions of business research issues
Assessment	Examination (100%)
Key text	TBC

Course Code	2FE123, course 2
Course Title	Strategic Project Management Decision Making
Course Co-ordinator	Prof. Tomas Blomquist
Delivery Schedule	Study Period 3: Umeå
Course aim	The course will explore and integrate different perspectives on strategy and decision-making in strategic project management. Strategic project management will be examined from an applied perspective through a series of case assignments covering major areas of interest for the strategic project manager.
Course syllabus	After completing the course, the student should be able to: <ul style="list-style-type: none">• understand and comprehend the complexity of strategic project management decision making,• analyse the complexity, and critically assess strategic options in a dynamic environment,• integrate managerial expertise from different knowledge areas in order to, identify, analyse and solve organizational problems related to strategic project management,• appreciate diversity and work effectively in multicultural teams and as team leader.
Assessment	Examination (100%)
Key text	Assigned cases

Course Code	2FE123, course 3
Course Title	Master's thesis
Course Co-ordinator	Ulrica Nylén, PhD
Delivery Schedule	Study Period 3: Umeå
Course aim	The objective of the Master's thesis is to develop the student's knowledge of scientific work and to provide students with the understanding of how to plan, conduct, and present their work independently. A further aim is to develop skills for the critical examination of investigations and research reports and to provide the student with the opportunity for a deeper level of theoretical study within a chosen area.
Course syllabus	<p>After completing this course, the student should be able to:</p> <ul style="list-style-type: none"> • demonstrate a good understanding of the chosen topic, the area of research, and related methodological issues • independently select a for business administration appropriate topic and formulate relevant research questions • apply a scientific perspective in using theory and prior literature • assimilate and evaluate scientific publications • follow the knowledge development in the chosen area and discuss how the thesis contributes or relates to scientific knowledge in the chosen area • evaluate different research methods and data collection methods in relation to a specific research question and convincingly argue for the choice of research method • summarise, analyse and discuss an empirical (or equivalent) material in an independent and scientific manner using relevant methods for analysis • discuss societal and/or ethical issues of relevance for the thesis • communicate the main arguments, contents and results of the study in a scholarly manner • defend the thesis at a scientific seminar • critically examine other reports both orally and in writing.
Assessment	Examination (100%)
Key text	Literature is to be found individually.

8. Additional Programme Information

8.1 Study Period 1: Timetabling, location of lectures and office hours

Timetables will be made available at the beginning of each term on the Postgraduate noticeboard in Esmée Fairbairn Building. Students will also be advised of any guest lectures and site visits as they are arranged. Attendance at these is compulsory and their content is examinable.

Timetables are also available online at:

<http://www.hw.ac.uk/timetable/web-timetables-edinburgh.htm>

You will be given further timetabling information for Study Periods 2 and 3 during the programme.

Office for Edinburgh MSPME core staff are as follows:

Dr Julie McFarlane
MSPME Deputy Director
Office Location: EF23
E-mail: J.McFarlane@hw.ac.uk
Telephone: +44 (0) 131 451 3555
Office hours: Tuesdays 10:00 – 11:00am and 2:00 – 3:00pm

Ela Kossakowska
MSPME Administrator
Office Locations: EF15
E-mail: e.kossakowska@hw.ac.uk
Telephone: +44 131 451 3968
Office hours: 8.30am - 4.30pm (1:00 - 2:00pm closed for lunch break)

8.2 Examinations

Full-time students in attendance at the University are entered automatically, without fee, for the examinations of courses in which they are registered.

It is a student's responsibility to make sure that they attend all their examinations and obey all regulations for examination conduct.

The MSPME Study Period 1 has one examination diet:

Monday 8th December - Friday 19th December 2014

More information about Study Period 1 exams, regulations and timetables are online here:

<http://www.hw.ac.uk/registry/examinations.htm>

The Programme Director will inform students of the exact dates, times, and locations for all exams in due course.

8.3 Study Period 3: Masters Thesis

As part of the MSPME, students are required to complete a final Masters Thesis. Further details on your Masters Thesis will be provided to you during the programme, including a thesis manual which contains guidelines that all MSPME students must follow. A general rule in Umeå is that master thesis is written in theses in pairs.

Additional information for completion of the thesis can be found at the following webpages:

- Home page for Thesis work at Umeå School of Business and Economics:
<http://www.usbe.umu.se/english/dept/fek/for-our-students/theses/?languageId=1>
- Working on Thesis, with link to the thesis writing manual in Business Administration
<http://www.usbe.umu.se/english/dept/fek/for-our-students/theses/thesis-manual/>

9 MSPME Resources

9.1 Relevant Journals

The selected journals listed opposite are recommended for browsing and reading. These lists are not exhaustive but are representative of the most useful journals in the field. Course lecturers will provide reading lists which may contain articles from other journals specific to the course topics.

A full list of journals is available at <http://www.hw.ac.uk/library/journals.html>.

¹- E = available in electronic format from the library website

<u>PROJECT MANAGEMENT JOURNALS</u>	<u>AVAILABILITY¹</u>
1. International Journal of Project Management	E
2. Project Management Journal	E
3. International Journal of Managing Projects in Business	–
4. Engineering Project Organization Journal	–
5. PM Network	
6. Project Manager Today	

STRATEGY JOURNALS

AVAILABILITY¹

1. Long Range Planning	E
2. Strategic Management Journal	E
3. Strategic Change	–
4. Business Strategy Review	E

BUSINESS AND MANAGEMENT JOURNALS

AVAILABILITY¹

1. Academy of Management Journal	E
2. Academy of Management Review	E
3. Administrative Science Quarterly	E
4. British Journal of Management	E
5. California Management Review	–
6. Harvard Business Review	–
7. Journal of Management Studies	E
8. Management Science	E
9. Scandinavian Journal of Management	E
10. Sloan Management Review	E

OTHER RELEVANT JOURNALS

AVAILABILITY¹

Business Process Management Journal	E
Engineering Management Journal (IEEE)	E
European Journal of Marketing	E
European Journal of Operational Research	E
Human Resource Management Journal	E
International Journal of Human Resource Management	–
International Journal of Information Management	E
International Journal of Logistics: Research & Applications	–
International Journal of Operations & Production Management	E
Journal of Management in Engineering (ASCE)	E
Journal of Marketing Management	–
Journal of the Operational Research Society	–
Measuring Business Excellence	–
Organization Studies	E
Personnel Review	E
Service Industries Journal	–

10 MSPME Referencing and Scholarship

10.1 Scholarship

It is important as a student at university to read as widely as possible around your subject. Your reading might include media and news but should, in particular, be informed by robust academic work.

There are a number of primary objectives for academic reading:

To understand a theoretical concept

To develop broader understanding of a subject

To expand applied or practical knowledge of a subject

To understand alternative viewpoints so it is possible to compare and contrast ideas.

Textbooks are acceptable reading for introductory courses and early years of study. In later years you will find that textbooks can provide the basis for understanding of an area of study. However, you are also expected to refer to current research published in academic journals. Do not confuse scholarly electronic sources with other kinds of information available on the web.

Many web-based sources are useful, for example, the internet has excellent data about organisations (often written by the firms themselves). There is lots of valuable secondary data, such as economic/market/ population/etc. statistics from official and policy bodies. However, there are many dangers with relying on the internet for data. You must therefore use with caution. Examples of poor information on the web include open-source information, such as Wikipedia – these have no quality control measures, so you cannot know if the source is accurate or robust. You should therefore avoid open-source sites in assessed work. Additionally, newspaper and other media articles can be very informative but they usually comprise opinion or a political or social slant so be aware of this when you use them.

10.2 Referencing

You will have slightly different style guides to follow in each of your Study Periods, but in all academic writing referencing is essential.

Citing sources is the key mechanism used to demonstrate the quality of arguments and evidence. It also allows you to demonstrate that you are not stealing other people's work. Taking other peoples' work and implying it is yours by not citing it correctly is plagiarism. Plagiarism is a serious academic offence. See:

<http://www.hw.ac.uk/registry/resources/PlagiarismGuide.pdf>.

The Heriot-Watt School of Management & Languages uses the Harvard Referencing system. Please familiarise yourself with the following guidelines before Study Period 1.

In your assessed work at Heriot-Watt you are expected to use Harvard Referencing:

- whenever you cite a course of information
- when you state facts, cite data, or present an argument informed by your reading state which sources support your work
- if you are presenting a critical analysis also cite the sources that you are refuting

The HW library has some excellent information on how and where to cite using the Harvard Referencing system. See in particular:

<http://www.hw.ac.uk/library/Harvard%20citing%20and%20referencing%20handout.pdf>

References should be cited in text and in a separate References Section at the end of your work.

In text referencing should follow the general rule: Author name (date, page no's where appropriate)

e.g., It has been suggested by Reed (2008, pp.30-31)... or This has been found several times (Allan, 2001) or People should "make sure to reference their work" (McKee, 2007, p.9).

In References Section all sources should be listed in alphabetical order by author name:

e.g. Hall, J. (2006) 'Face facts: a blow for Mars conspiracy theorists', *Nature*, vol.3, p.4-30.

The link above and the presentation available at [Cite-Ref-Harvard-Style.ppt](#) provide many more examples of referencing different types of material. The Heriot Watt library also runs several useful sessions on academic practice and plagiarism. If you are uncertain, just ask!

APPENDIX A: HERIOT WATT STUDENT GUIDE TO PLAGIARISM (ENGLISH)

Plagiarism is intellectual theft and is a major offence which the University takes seriously in all cases. Students must therefore avoid committing acts of plagiarism by following these guidelines and speaking to academic staff if they are uncertain about what plagiarism means. Those who are found to have plagiarised will be subject to the University's disciplinary procedures, which may result in penalties ranging from the deduction of credits and courses already achieved by students to compulsory termination of studies. Students are advised to refer to Regulation 50 at <http://www.hw.ac.uk/ordinances/regulations.pdf> and to the Guidelines for Staff and Students on Discipline at <http://www.hw.ac.uk/registry/discipline.htm> for further details of how the University deals with all acts of plagiarism.

1 Introduction

- 1.1 This guide is intended to provide students at Heriot-Watt University with a clear definition of plagiarism and examples of how to avoid it.
- 1.2 The guide may also be of use to members of staff who seek to advise students on the various issues outlined below.

2 Definition

- 2.1 Plagiarism involves the act of taking the ideas, writings or inventions of another person and using these as if they were one's own, whether intentionally or not. Plagiarism occurs where there is no acknowledgement that the writings or ideas belong to or have come from another source.
- 2.2 Most academic writing involves building on the work of others and this is acceptable as long as their contribution is identified and fully acknowledged. It is not wrong in itself to use the ideas, writings or inventions of others, provided that whoever does so is honest about acknowledging the source of that information. Many aspects of plagiarism can be simply avoided through proper referencing. However, plagiarism extends beyond minor errors in referencing the work of others and also includes the reproduction of an entire paper or passage of work or of the ideas and views contained in such pieces of work.

3 Good Practice

- 3.1 Academic work is almost always drawn from other published information supplemented by the writer's own ideas, results or findings. Thus drawing from other work is entirely acceptable, but it is unacceptable not to acknowledge such work. Conventions or methods for making acknowledgements can vary slightly from subject to subject, and students should seek the advice of staff in their own School/Institute about ways of doing this. Generally, referencing systems fall into the Harvard (where the text citation is by author and date) and numeric (where the text citation is by using a number). Both systems refer readers to a list at the end of the piece of work where sufficient information is provided to enable the reader to locate the source for themselves.
- 3.2 When a student undertakes a piece of work that involves drawing on the writings or ideas of others, they must ensure that they acknowledge each contribution in the following manner:

- **Citations:** when a direct quotation, a figure, a general idea or other piece of information is taken from another source, the work and its source must be acknowledged and identified where it occurs in the text;
- **Quotations:** inverted commas must always be used to identify direct quotations, and the source of the quotation must be cited;
- **References:** the full details of all references and other sources must be listed in a section at the end of any piece of work, such as an essay, together with the full publication details. This is normally referred to as a “List of References” and it must include details of any and all sources of information that the student has referred to in producing their work. (This is slightly different to a Bibliography, which may also contain references and sources which, although not directly referred to in your work, you consulted in producing your work).

3.3 Students may wish to refer to the following examples which illustrate the basic principles of plagiarism and how students might avoid it in their work by using some very simple techniques:

3.3.1 Example 1: A Clear Case of Plagiarism

Examine the following example in which a student has simply inserted a passage of text (*in italics*) into their work directly from a book they have read:

University and college managers should consider implementing strategic frameworks if they wish to embrace good management standards. *One of the key problems in setting a strategic framework for a college or university is that the individual institution has both positive and negative constraints placed upon its freedom of action.* Managers are employed to resolve these issues effectively.

This is an example of bad practice as the student makes no attempt to distinguish the passage they have inserted from their own work. Thus, this constitutes a clear case of plagiarism. Simply changing a few key words in such a passage of text (e.g. replace ‘*problems*’ with ‘*difficulties*’) does not make it the student’s work and it is still considered to be an act of plagiarism.

3.4 What follows are examples of the measures that students should employ in order to correctly cite the words, thought or ideas of others that have influenced their work:

3.4.1 Example 2: Quoting the work of others

If a student wishes to cite a passage of text in order to support their own work, the correct way of doing so is to use quotation marks (e.g. “ ”) to show that the passage is someone else’s work, as follows:

“One of the key problems in setting a strategic framework for a college or university is that the individual institution has both positive and negative constraints placed upon its freedom of action”.

3.4.2 Example 3: Referencing the work of others

In addition to using quotation marks as above, students must also use a text citation. If the work being cited is a book, page numbers would also normally be required. Thus, using the Harvard system for a book:

“One of the key problems in setting a strategic framework for a college or university is that the individual institution has both positive and negative constraints placed upon its freedom of action” (Jones, 2001, p121).

The same reference could also be made to a book using the numeric system:

“One of the key problems in setting a strategic framework for a college or university is that the individual institution has both positive and negative constraints placed upon its freedom of action” (Ref.1, p121).

More often, a piece of work will have multiple references and this serves to show an examiner that the student is drawing from a number of sources. For example, articles by Brown and by Smith may be cited as follows in the Harvard system

“It has been asserted that Higher Education in the United Kingdom continued to be poorly funded during the 1980’s [Brown, 1991], whereas more modern writers [Smith, 2002] argue that the HE sector actually received, in real terms, more funding during this period than the thirty year period immediately preceding it”.

or as follows using the numeric system:

“It has been asserted that Higher Education in the United Kingdom continued to be poorly funded during the 1980’s [Ref 1], whereas more modern writers [Ref 2] argue that the HE sector actually received, in real terms, more funding during this period than the thirty year period immediately preceding it”.

3.4.3 Example 4: Use of reference lists

Whichever system is used, a list must be included at the end, which allows the reader to locate the works cited for themselves. The Internet is also an increasingly popular source of information for students and details must again be provided. You should adhere to the following guidelines in all cases where you reference the work of others:

If the source is a book, the required information is as follows:

- Author’s name(s)
- Year of Publication
- Title of Book
- Place of Publication
- Publishers Name
- All Page Numbers cited
- Edition (if more than one, e.g. 3rd edition, 2001)

If the source is an article in a journal or periodical, the required information is as follows:

- Author’s name(s)
- Year of Publication
- Title of Journal
- Volume and part number
- Page numbers for the article

If the source is from the Internet, the required information is as follows:

- Author’s or Institution’s name (“Anon”, if not known)
- Title of Document
- Date last accessed by student
- Full URL (e.g. <http://www.lib.utk.edu/instruction/plagiarism/>)
- Affiliation of author, if given (e.g. University of Tennessee)

The way in which the information is organised can vary, and there are some types of work (for example edited volumes and conference proceedings) where the required

information is slightly different. Essentially, though, it is your responsibility to make it clear where you are citing references within your work and what the source is within your reference list. **Failure to do so is an act of plagiarism.**

3.5 Students may find the following examples¹ of common plagiarism mistakes made by other students useful when reflecting on their own work:

- “I thought it would be okay as long as I included the source in my bibliography” [without indicating a quotation had been used in the text]
- “I made lots of notes for my essay and couldn't remember where I found the information”
- “I thought it would be okay to use material that I had purchased online”
- “I thought it would be okay to copy the text if I changed some of the words into my own”
- “I thought that plagiarism only applied to essays, I didn't know that it also applies to oral presentations/group projects etc.”
- “I thought it would be okay just to use my tutor's notes”
- “I didn't think that you needed to reference material found on the web”
- “I left it too late and just didn't have time to reference my sources”

None of the above are acceptable reasons for failing to acknowledge the use of others' work and thereby constitute plagiarism.

3.6 Students are encouraged to use a style of acknowledgement that is appropriate to their own academic discipline and should seek advice from their mentor, programme leader or other appropriate member of academic staff. There are also many reference sources available in the University Library which will provide useful guidance on referencing styles.

4 Managing Plagiarism

4.1 Students, supervisors and institutions have a joint role in ensuring that plagiarism is avoided in all areas of academic activity. Each role is outlined below as follows:

How you can ensure that you avoid plagiarism in your work:

- Take responsibility for applying the above principles of best practice and integrity within all of your work
- Be aware that your written work will be checked for plagiarism and that all incidents of plagiarism, if found, are likely to result in severe disciplinary action by the University. The standard penalty is to annul all assessments taken in the same diet of examinations (for details please refer to Regulation 50 at <http://www.hw.ac.uk/ordinances/regulations.pdf> and to the Guidelines for Staff and Students on Discipline at <http://www.hw.ac.uk/registry/discipline.htm>).

How your School/Institute will help you to avoid plagiarism:

- Highlight written guidance on how you can avoid plagiarism and provide you with supplementary, verbal guidance wherever appropriate
- Regularly check student work to ensure that plagiarism has not taken place (this may involve both manual and electronic methods of checking, an example of the latter being use of the Joint Information Standards Committee (JISC) “Turnitin” plagiarism detection software).

¹ Extract from ‘Plagiarism at the University of Essex’ advice copyrighted and published by the Learning, Teaching and Quality Unit at the University of Essex (<http://www.essex.ac.uk/plagiarism/pages/reasons.htm>), reproduced with kind permission.

- Alert you to the procedures that will apply should you be found to have committed or be suspected of having committed an act of plagiarism and explain how further action will be taken in accordance with University policy and procedures.

How the University will endeavour to reduce student plagiarism:

- Provide clear written guidance on what constitutes plagiarism and how to avoid it directly to your School/Institute and to you
- Alert you and staff in your School/Institute to the penalties employed when dealing with plagiarism cases
- Take steps to ensure that a consistent approach is applied when dealing with cases of suspected plagiarism across the institution
- Take the issue of academic dishonesty very seriously and routinely investigate cases where students have plagiarised and apply appropriate penalties in all proven cases.

For information on plagiarism-detection software used across the University, please refer to:

<http://www.hw.ac.uk/registry/resources/plagiarismjiscnote.pdf>

The Student Guide to Plagiarism in other languages:

The *Student Guide to Plagiarism* is also available in Chinese and Arabic. You can find these translated documents at the following links:

Chinese: <http://www.hw.ac.uk/registry/resources/plagiarismguidechinese.pdf>

Arabic: <http://www.hw.ac.uk/registry/resources/plagiarismguidearabic.pdf>

APPENDIX B: Frequently Asked Questions

It's important that you read the MSPME and SML Postgraduate Programmes Handbooks in full, but this section should help you find answers for some of our most Frequently Asked Questions.

• When will my classes start?

Section 1.2 Key Dates in MSPME Academic Year 2014-16 lists all the session dates for the academic year 2014-16, including when teaching starts and finishes, including holiday periods and University closed days that have already been confirmed.

• How do I find out what my Timetable is?

You will find out your timetable as you begin each of the 3 Study Periods. The timetable for Study Period 1 will be published online in September here:

<http://www.hw.ac.uk/timetable/web-timetables-edinburgh.htm>

• Where can I find out more details about my Programme Structure / Courses?

All the information you need to know about your programme structure is included in this Programme Handbook, see Section 6. Once your studies start you will also be able to check this information online by visiting the Heriot Watt SML Postgraduate Portal online here:

<http://www.sml.hw.ac.uk/postgraduate/2014-2015/>

• When will my exams be? Can I take notes in with me?

Section 1.2 Key Dates in MSPME Academic Year 2013-15 lists all the session dates for the academic year 2014-16, including the confirmed exam period for Study Period 1. It is a student's responsibility to make sure that they attend all their examinations and obey all regulations for examination conduct for all three of their Study Periods. Your specific exam timetable for Study Period 1 will be released online in the autumn here:

<http://www.hw.ac.uk/registry/examinations.htm> .

• When will I receive more information about Study Periods 1, 2 and 3?

You will receive the relevant University booklet for each of three Study Periods when you first arrive at that campus. Each of these University Booklets contain all the information you will need to know about that particular campus, including resources, teaching staff, and any campus specific rules and regulations.

• What do I do if I am ill?

First, don't panic! There will be slightly different requirements for each campus, but in all cases you must let us know, and provide any supporting documentation required as soon as possible. Please see your MSPME University Booklets for more information.

• You haven't asked my question! Where should I look?

First check the [MPSME website](#) and read through this Handbook and available University Booklets in full. If your question isn't answered there, then Section 1.1 lists the contact details of key MSPME staff. You should get in touch with MSPME Administrator Ela Kossakowska for questions about the overall programme, or with the appropriate contact listed in for questions about a specific campus.