Managing Projects
Practitioner Development
A successful university-industry partnership
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Introduction

• BP UoM Partnership – 2007
• Target audience
  – mid-career, experienced project managers
  – The BPway is assumed
• Develop reflective practitioners
  – Why and how
  – Leadership
  – Judgement
Multiple heritages

Entering 21st Century:
- Heritage processes
- Reserves nationally owned
- Challenging environments
- Demographics
- Outsourcing

Financial power
Technology
Effective projects/engineering
MP in the BP context

Projects & Engineering the BPway

Projects & Engineering College

Basic Project Training

Projects & Engineering
The BPway
Driving Rigour & Consistency

Management Excellence
Managing Projects - MP

Engineering Management - EM
Advancing capability

Specialized Electives
Developing practitioners

Projects & Engineering Academy
Leadership of total project system
# Issues/Constraints

<table>
<thead>
<tr>
<th>Issue/Constraint</th>
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<tbody>
<tr>
<td>1</td>
<td>Senior executives. High pressure roles. Mission critical projects. Need to minimise time away from job.</td>
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<td>2</td>
<td>Global locations.</td>
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<td>3</td>
<td>Many years since delegates involved in University level education.</td>
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<td>4</td>
<td>Option of a formal University qualification required.</td>
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<td>5</td>
<td>Ideally with external accreditation.</td>
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Program Development

1. Partnership agreement
2. SME Fest 1
3. SME Fest 2
4. Pilot Week A
5. SME Fest 3
6. MP1A
7. Pilot Week B

- 2007
- 2008

- July
- September
- October
- January
- February
- March
Program Architecture

The BPway

Experience

Distance learning activities

Pre-work 1 month

Residential Week A

Inter-session 5 months

Quality Module & pre-reading

Residential Week B

Café Session

Post-session 5 months

Formative assessment

Formative assessment

Summative assessment

VLE

MBA

15 Credits

45 Credits

12 month programme
## Residential weeks

<table>
<thead>
<tr>
<th>Monday</th>
<th>Tuesday</th>
<th>Wednesday</th>
<th>Thursday</th>
<th>Friday</th>
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<tbody>
<tr>
<td><strong>Residential week A</strong></td>
<td></td>
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<tr>
<td>Project Strategy 1</td>
<td>Project Strategy 2</td>
<td>Engineering &amp; Systems Integration 1</td>
<td>Contracts &amp; Procurement 2</td>
<td>Project Leadership 1</td>
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<tr>
<td>Project Value</td>
<td>Project Organization 1</td>
<td>Contracts &amp; Procurement 1</td>
<td>Project Performance</td>
<td>Inter-session setup &amp; guest speaker</td>
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<td><strong>Residential week B</strong></td>
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<td></td>
<td></td>
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<tr>
<td>Engineering &amp; Systems Integration 2</td>
<td>Project Execution 2</td>
<td>Project Value 2</td>
<td>International Collaboration &amp; Negotiations 2</td>
<td>Project Leadership 2</td>
</tr>
<tr>
<td>Project Execution 1</td>
<td>Benchmarking &amp; Knowledge Management</td>
<td>International Collaboration &amp; Negotiations 1</td>
<td>Project Organization 2</td>
<td>Post-session setup &amp; guest speaker</td>
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Reflective Practice

**A** Delegate in the work role

**B** Unit concepts & principles

**C** Reflective assessment: insights & ideas

**D** Key learning points & actions

**E** Critical Reflection
MP Framework

Pre-work

Unit 1
Project Principles

Residential Week 1

Unit 2 – Creating a Distinctive Project

Unit 3 – World Class Execution

Unit 4 – Project Leadership

Inter-session

Residential Week 2

Post-session

Reflective Practice

Web-enabled tutor & distance learning support

12 months
Program Evaluation

Delegate Feedback

Session & Cohort
Qualitative & Quantitative
Continuous improvement

Behavioural Change Assessment

MLQ – Multifactor Leadership Questionnaire: 360°
SSI – Social Skills Inventory: Self report

Week A
MLQ 1
SSI 1

Week B
MLQ 2
SSI 2

Delegate feedback
Conclusions

Industry/university partnership that benefits both parties

1. Framework
2. Content – reflective practitioners
3. Reflective practice
4. Blended learning
5. Award bearing – integrated learning opportunities
6. Research based, grounded in practice
7. UoM + BP SME engagement
8. External accreditation
Views from the delegates...

• “The academic angle to the programme provides more depth and challenge to thinking than would be obtained from a BP only Managing Projects course.”

• “I got so much out of this course at so many levels, personal, professional, educational, motivational,...”