



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Trinity Business School

BUU44711 - Project Management 2026-27

MODULE CODE: BUU44711

MODULE NAME: Project Management

ECTS: 5 ECTS

Lecturer: Peter Glynne

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Office Hours: By appointment

MODULE DESCRIPTION

The successful delivery of projects within organisations has become more critical than ever. Project management is a core skillset for all organisations and their management teams to maintain competitiveness in a business environment where the pace and complexity of change is ever increasing. This module develops a core understanding of project management and provides students with a fundamental knowledge of the subject and practical insight into where it provides the most value. These skills can be applied in any business setting to achieve successful outcomes and further career development. Overall, this module equips the student to assume a project management role.

LEARNING AND TEACHING APPROACH

The module will involve a mix of lectures, tutorials, assessments, group work and an examination. Students are expected to actively engage with course material, critically reflect on topics covered and participate in group discussion. The teaching approach will bring practical examples, short videos, case studies and simulations to bring project management to life for students. Students with specific needs or challenges should contact the course lecturer, in confidence, as early as possible. Module slides, along with readings and additional resources, will be made available on Blackboard before or after the relevant lecture.

MODULE-LEVEL LEARNING OUTCOMES

Having successfully completed this module, students should be able to:

1. Articulate the role of project management and how it aligns to strategy and operations in any organisation.
2. Demonstrate the importance of leadership, including soft skills, to project success.
3. Analyse and apply the stages of the project management lifecycle to business projects.
4. Utilise the major approaches to project management and the ways of working required to successfully deliver a project.
5. Articulate the importance of project governance, assurance and reporting.
6. Make accurate use of the frameworks and models covered in the course, applying them to a wide range of situations.

RELATION TO DEGREE

This course supports wider learning outcomes by allowing students to:

- Develop an appreciation for the importance of project management and how it contributes to achieving organisational strategy.
- Evaluate the implications of different approaches to delivering projects.
- Understand the unique aspects of international project management.
- Develop their project management knowledge for practical application.
- Understand the importance of effective leadership to successful project management.

WORKLOAD

Content	Indicative Hours
<i>Preparation For Lectures</i> Reading of materials, reflection on content	25
<i>Lectures</i> Discussion of theory and practice. (11 weeks x 2 hours)	22
<i>Tutorials</i> Tutorials will take place on the following weeks only 2,4,6,8,10	8
<i>Post Lecture Review</i> Reflection on content, examination preparation	25
<i>Group Assignment</i> Preparation and completion of assignment	30
Total	113

TEXTBOOKS AND REQUIRED RESOURCES

Required core course textbook:

“Project Management: A Socio-Technical Approach” by Larson, Erik. Gray, Clifford. and Sirisomboonsuk, Pinyarat. McGraw Hill (2024 Release).

The textbook is intended to provide relevant resource material for students providing core material for completion of the course.

General Supplemental Readings:

Teaching will be supported by core and supplementary readings. These are paired with specific course topics and will be made available in advance of each lecture/assignment.

Student preparation for the module:

Students are required to read assigned chapters, readings and case studies ahead of each lecture.

COURSE COMMUNICATION

The group assignment details will be provided during lectures or through Blackboard

Please note that all course related email communication must be sent from your official TCD email address. Emails sent from other addresses will not be attended to.

All email communication related to the group assignment must be copied to all other group members. Emails in relation to the group project that does not copy all other group members will not be attended to and will be treated as if they have not been sent. This may lead to grade-related or other penalties if relevant deadlines are not met.

When contacting the module lecturer by email please include the module code (BUU44711) in the subject line, along with a descriptive title.

Students taking this module are responsible for:

- checking their college email regularly
- assuring that they are enrolled on Blackboard
- checking the module information on Blackboard regularly

ASSESSMENT

Assessment will be by means of a group assignment, in-lecture assessments and a written examination. The weighting of the assessment breaks down as follows:

- 35% Group Assignment
- 60% Examination
- 5% In-Lecture Assessments (5 x multi-choice question assessments – the overall result will be an average of the five results)

For more details see each Assignment Brief. These will be provided at the start of the module.

Re-assessment involves retaking a 100% in person exam

ATTENDANCE

Attendance at lectures and tutorials is required, any student who attends less than two thirds of lectures and tutorials may be deemed non-satisfactory as per college regulations and may not be allowed to sit the final exam.

MODULE SCHEDULE

A detailed schedule will be provided at the beginning of the course. The following is indicative of the course content and topics covered.

Session	Date & Venue	Lecture & readings
1	Business School 21/9, 23/9	• Introduction to Project Management
2	Business School 28/9, 30/9	• Strategy, Organisations & Project Portfolios
		• Project Governance, Assurance and Reporting
3	Business School 5/10, 7/10	• Project Leadership & The Importance of Soft Skills • In-Lecture assessment 1
4	Business School 12/10, 14/10	• Project Delivery Models (Predictive/Adaptive/Hybrid)
5	Business School 19/10, 21/10	• Project Planning • In-Lecture assessment 2
6	Business School 26/10, 28/10	• Managing Time & Cost • In-Lecture assessment 3
7	Reading Week	
8	Business School 9/11, 11/11	• Risk Management
		• International PM Ways of Working
9	Business School 16/11, 18/11	• Stakeholder Management • In-Lecture assessment 4
10	Business School 23/11, 25/11	• AI in Project Management
11	Business School 30/11, 2/12	• Sustainability in Project Management
12	Business School 7/12, 9/12	• Review of Weeks 1 to 10 and examination preparation • In-Lecture assessment 5

BIOGRAPHICAL NOTE:

Peter Glynne is an Adjunct Teaching Fellow at Trinity Business School having lectured on the Masters Degree in Management and Masters Degree in International Management since 2024. He is a director with over 25 year's experience in managing complex change programmes across the UK and Ireland. Peter has over 17 year's experience in management consulting with Deloitte, PwC, KPMG and Microsoft, specialising in programme leadership. Over this period, he has worked with senior management teams across the Public Sector, Financial Services and a range of other industries. He holds an MSc in Project Management and is exam qualified with the Chartered Governance Institute UK and Ireland.

Peter is one of 12 x global Board Directors of the Project Management Institute (PMI) and the immediate Past President of the Ireland Chapter. He has authored a number of publications on project, programme and change management in recent years. In 2026, Peter was appointed as one of fourteen Global AI Ambassadors for PMI. In addition, he has led a significant number of project management professional groups for both PMI and the UK Association for Project Management (APM) over the last 20 years.