



ADVANCED DIPLOMA IN PROJECT MANAGEMENT

Programme Handbook

February 2020

Foreword

Welcome to DBS where we will help you realise your ambition. We have an international reputation for high quality teaching and learning and our intention is to do everything we can do to support you during your time with us.

Dublin Business School (DBS) is Ireland's largest independently owned, third level institution. We have five campuses in Dublin's city centre and nationalities from over 95 countries participate in a bustling and thriving student life.

We offer programmes across a range of disciplines from business to data science and business analytics, marketing to psychology and psychotherapy, from accounting and finance through law, arts and creative media. We are committed to enabling strong academic outcomes through employer-led programmes and delivering an out-standing student experience.

The information contained in this handbook is crucial to your learning. It provides important information on your programme, your assessments and the key individuals you will meet. For these reasons we want you to constantly read and refer to this handbook, and use it as a key information source during your time with us.

We are dedicated to ensuring that you have a rewarding and fulfilling experience while studying at DBS and through your programme of study, you begin to realise your ambitions and your career goals.

Good luck on your journey!

Kerry

Dr Kerry McCall Magan

Head of Academic Programmes

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Section 1 Programme Information

Welcome Message

I am delighted to know that you have chosen to come to DBS to complete the next stage of your education. We offer you a very warm welcome with a sincere wish that your stay here will be enjoyable and rewarding, and that you will participate in both the social and academic life of your College.

It is appreciated that new students each have particular needs. This handbook is designed to provide you with much of the information you will require in the first few weeks of your programme of study. It will aid your study immensely if you familiarise yourself with the contents of this handbook and keep it somewhere safe. It is to be used in conjunction with the Module and Assessment Guides that you will also receive. If there are unanswered questions or issues, please contact myself or Programme Coordinator (contact details can be found below).

I hope you will make every effort to attend the induction programme, which will be very helpful to you, and which will give you an early opportunity to meet with other students on the same programme.

Marta Piasentin

Product Manager, Professional Programmes

1.1 Programme Administration

If you have any questions or concerns about any aspect of your course, or a problem relating to any aspect of your time here at DBS you should contact the Product Manager or Programme Coordinator. If they cannot tackle the question or problem themselves, they can help you identify the person who can and they will refer you on to them. Below is short description of the people you will meet on your programme:

- **Product Manager Professional Programmes**
The Product Manager for the Professional Programmes has responsibility for ensuring professional programmes are developed and delivered effectively. She is responsible for the governance of these programmes, and works in close collaboration with the Course Directors for other discipline areas, to ensure high quality teaching, learning and student experience.
- **Course Director**
The Course Director has responsibility for ensuring academic quality and standards for learners (particularly in the areas of teaching, learning and assessment). They are the academic lead in the discipline area and are a key contact point for programme team liaison and co-operation. They work to ensure programmes contain high quality teaching and learning and are committed to enabling strong employer-aligned, academic outcomes.
- **Programme Coordinators**
Programme Coordinators provide administrative support on programmes and ensure all learners are provided with full details of their programme of study. They are the first point of contact for learners on a range of issues such as programme queries, deferrals, personal mitigating circumstances (PMCs) that may affect their learning.
- **Module Leader**
The Module Leader is the Lecturer responsible for the module. Their primary function is to lecture and assess learners on subjects or modules according to the programme document. Their duties and responsibilities relate to teaching, assessment and completion of the module. Module leaders work hard to ensure a high quality teaching and learning experience for all students.

1.2 Main Points of Contact for the programme

	Name	E-mail
Programme Coordinator	Elena Draghiceanu	professionalschool@dbs.ie

Product Manager Professional Programmes	Marta Piasentin	marta.piasentin@dbs.ie
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1.3 Programme Team

Your lecturer will outline their appointment hours to you on their Moodle page. You can send an email to them by using the following format: firstname.familyname@dbs.ie.

Module Title	Lecturer	E-mail
Advanced Diploma in Project Management	Paul Taaffe	Paul.Taaffe@dbs.ie

There are also other valuable points of contact and support in DBS such as [Student Services](#), the [Student Engagement and Success Unit](#), [Student Welfare and Support](#), [IT Helpdesk](#) and the award winning [DBS Library](#). Your DBS Handbook and the [DBS website](#) will contain more information on these and other great DBS services and supports.

Section 2 Programme Details

2.1 Aims of the Programme

The future is difficult to predict, but business globalisation, corporate downsizing, process re-engineering, partnering and the accelerated use of information technology are converging to give us a fair idea of the business environment ahead. Unequivocally, the environment will be volatile with organisational structures and business alliances changing frequently in response to opportunities and economic conditions in different parts of the world. Once considered nice to have, project management is now recognised as a necessity for survival. It has become the favoured management technique for accomplishing specialised missions or work, when the normal organisational structure or methods of assignment are not sufficiently responsive, flexible, or efficient. Project management is continuing to evolve from a set of skills to a profession and the pace of this evolution is increasing

Over the last two decades, there is a growing belief that project management is much more behavioural than quantitative. With this in mind, not only will this course study the hard-core knowledge areas required to understand project management it will study the cultural environment preparing the participant to manage the difficulties in achieving cross functional co-operation on projects.

This course will introduce a wide range of tools and techniques necessary to explore the various processes involved in managing the project life cycle from initiation, planning, execution, control and close-out. We will also explore the social, organisational, behavioural, and systems issues of project management.

Helping You Learn from this Module

The module will be delivered using a range of participative learning methods. Much of the class time will be devoted to discussion of cases and concepts aimed at creating a stimulating and challenging learning experience. Participant participation provides additional opportunities for participants to convert academic learning into managerial skills. Lively discussion will enable you to enjoy the subject, learn from others and sharpen your own views on the various topics under discussion.

2.2 Programme Learning Outcomes

This course provides a framework for managing projects. Participants who complete this course should be able to:

- Comprehend the characteristics of contemporary organisational approaches to project management.

- Gain an insight into the Project Management Institute (PMI), 2017, A Guide to the Project Management Body of Knowledge (*PMBOK® Guide*) 6th edition. Especially its processes and knowledge areas.
- Understand the Project Management Institutes PMP® certification process.
- Evaluate the importance of effective management of project phases over the project life cycle.
- Develop competencies in methods, tools and techniques for initiating, planning, executing, monitoring and controlling, and closing projects.
- Analyse the skills and competencies required of the project manager and project team.
- Understand the various roles and the importance of the Project/Programme Office

2.3 Programme Structure

Semester	Module Title	Module Nr
1	Advanced Diploma in Project Management	POAB001

Section 3 Assessment

3.1 Introduction to Assessment

The purpose of assessment is to ensure that you achieve the learning outcomes of the programme. Learning outcomes are statements that specify what you will know or be able to do as a result of a learning activity.

It is important that you familiarise yourself with the format and number of assessments, assessment weighting, and due dates. These are published in the Module Guide which is available on [Moodle](#).

All assessments are marked and graded by your lecturer, and are reviewed by an internal moderator. This is to ensure fairness, consistency of marking and the correct standard across all assessment. Results are always provisional until they are approved by the Internal Moderator and are processed through the programme Exam Board. The purpose of an Exam Board is to formally ratify results and determine award classification (for more information please refer to the [Quality Assurance Handbook](#)).

The assessment schedule is below and Moodle syncs with the Student Dashboard to provide a calendar of deadlines. The exam timetable is published on the [exam page](#) in the DBS current student area and is usually available about four weeks in advance of the exam period.

Your goal is to achieve the highest mark possible in your assessment. In order to do this, it is expected that learners:

- NEVER copy/plagiarise or submit content that is not yours by ensuring that you apply the correct referencing standard. DBS uses the Harvard Referencing style. A guide to this can be found [here](#).
- Always ask your lecturer if you are not sure about any requirements, not your fellow students.
- Always complete the required number of questions in an exam.
- Practice writing out answers for end of term exams by doing [previous papers](#), in particular hand writing answers to ensure that your writing is legible.
- Always write/type your ID number on any assessment or exam script.
- If you require support for exams/assessment, ensure that you have completed the appropriate paperwork and submitted it to the [Disability Officer](#) well in advance of any assessment or exam dates

3.2 Assessment Schedule

Module	Method of Assessment	Percentage Weighting	Date
Advanced Diploma in Project Management	Exam	100%	19 May 2020

3.3 Reassessment

Reassessment policy allows for the repeat of an exam and/or assignment where the student has been unsuccessful to afford the learner the opportunity to reach the learning outcomes (see assessment regulations in [Part B Section 5 of the Quality Assurance Handbook](#)).

3.4 General Submission Requirements

- All relevant provisions of the Assessment Regulations ([QAH Part B Section 5](#)) must be complied with:
 - Students are required to refer to the assessment regulations in their [Student Handbooks](#) and in [Part B Section 5 of the Quality Assurance Handbook](#).
- Ongoing exceptional circumstances can be considered for deferrals:
 - To apply for a deferral, submit the completed *Personal Mitigating Circumstances Form*, with supporting documentation, to your Programme Coordinator ([QAH Part B Section 4.3](#))
- Dublin Business School penalises students who engage in Academic Impropriety (i.e. plagiarism, collusion, copying, essay mills, etc.):
 - Refer to the [QAH Part B Section 3.3](#) for further information on Academic Impropriety and the potential penalties;
 - Refer to the [Library](#) for information on correct referencing, and support classes.

3.5 Awarding Body and NFQ Level

Global Accreditation

This Advanced Diploma in Project Management course will help participants prepare for the Project Management Institute (PMI)[®] certification as a Project Management Professional (PMP)[®]. This globally recognised certification is also accredited against the internationally recognized ISO 17024 standard and their Role Delineation Study ensures the validity of the examination process. The range

of material studied on this course will include, but not limited to, the Process Domains and Knowledge Areas within the Guide to the Project Management Body of Knowledge (*PMBOK® Guide*). For those participants who choose not to pursue the PMP® certification, the Advanced Diploma remains a valuable qualification confirming a strong knowledge and understanding of project management theory.

Dublin Business School was the first private college in Ireland to be awarded the status of a Registered Education Provider® (REP) of Project Management Training by the Project Management Institute (PMI)®. The Registered Education Providers programme was developed by the Project Management Institute (PMI)® to create a global system to recognise training providers that follow PMI-established criteria for project management training.

This programme is not on the [National Framework of Qualifications \(NFQ\)](#), a framework for the development, recognition and award of qualifications in Ireland. Learners on this programme will receive a diploma from DBS.

3.6 Useful links and tips

Door codes for Bow Lane and Balfe Street are available at Reception desks.

Once registered, a learner should use the calendar in their student email account for personalised timetables.

Timetables can be sync'd with mobile devices, see <https://www.dbs.ie/about-dbs/news-and-events/2018/05/17/dublin-business-school-moodle-app> for more information.

- . www.dbs.ie
- . <https://elearning.dbs.ie/> (Moodle)
- . www.mydbs.ie (student email)
- . <https://tts.dbs.ie> for generic timetables
- . <https://library.dbs.ie/>
- . <http://lorls.dbs.ie/> (to access your reading list online)
- . <https://esource.dbs.ie> (repository of student and faculty research)
- . <https://servicedesk.dbs.ie> (to log support queries or issues)
- . Moodle App available for download (Play Store and iTunes): <https://elearning.dbs.ie/>

If you have any problems with your timetable or require technical support, please log a ticket at <http://servicedesk.dbs.ie/>.

Section 4 Quality Assurance Handbook

All programmes delivered by DBS are delivered within a robust and established quality assurance infrastructure encapsulated by a *Quality Assurance Handbook*. This is available on the DBS website: <https://students.dbs.ie/registrar-office/gah>.

4.1 Key Assessment Regulations

Quality Assurance Handbook

Key Assessment & Regulations Reminders

LIMITED ASSESSMENT OPPORTUNITIES
Students generally only have FOUR (4) opportunities to complete a module successfully. If you do not use an opportunity, and do not defer the sitting, it still counts as an attempt. Dissertation modules usually only allow TWO (2) opportunities. Students who Exhaust their opportunities will be Withdrawn from their programme.

NO REPEAT FOR HONOURS
QQJ programmes are subject to the regulation that a student cannot receive an Honours award (First Class Honours, etc) if they have passed a module at Award Stage on a repeat attempt. If you repeat an Award Stage module, your award will be capped at a Pass.

ACADEMIC INTEGRITY
Academic Impropriety (eg cheating, plagiarism, collusion, ghost-writing) are serious offences, and appropriate penalties will be applied if identified. Students found to have committed A.I. may be subject to a Fail grade (see No Repeat for Honours) or Withdrawn from the college. The Library has classes and support guides on Academic Referencing, Urkund, etc.

LIBRARY SUPPORT - REFERENCING

PMCs
Personal or medical circumstances which impact a students' ability to complete an assignment or sit an exam. PMCs must be submitted to your Programme Coordinator within 7 days of the deadline or exam sitting. PMCs are not automatically approved. PMCs require supporting evidence where available.

PMC FORM

LEARNER SUPPORTS

LATE SUBMISSION PENALTY
Unless an Assignment Extension has been approved, a penalty will be applied to reduce a grade if an assignment is submitted after the deadline. Submissions will not be graded if these are received more than 2 weeks after the original deadline.

ASSESSMENT EXTENSION REQUEST FORM

APPEALS
Appeal, Verification of Results, and View Script Requests can only be submitted within 7 working days of the release of final results. Students are advised to refer to the Appeals Policy closely before submitting an Appeal, to understand what is considered Grounds for an Appeal. Appeals based on disagreement with the academic judgement of the examiner are not considered grounds for an appeal. Appeals submitted without evidence, or as an incomplete request, will not be investigated and cannot be refunded.

APPEALS, VERIFICATION, VIEW SCRIPTS POLICIES & FORMS

4.2 Programme Specific Regulations

Attendance

The lectures and tutorials are key components of the delivery of this course. It is essential that you attend all classes.

Occasionally the PMI will audit a participants' PMP application and ask him/her to verify their 35 hours of project management education. Dublin Business School can provide a copy of each participants' attendance as recorded on the schools' attendance system. It is very important therefore, that all participants 'tag-in' each day when they arrive in class.

Section 5 Conclusion

We hope you have found the programme handbook helpful. If you have any queries, please contact your Product Manager Professional Programmes or Programme Coordinator. Their contact details can be found in Section 1 of this handbook.

Enjoy your time at DBS!