



UNIVERSITY OF  
LIMERICK  
OLLSCOIL LUIMNIGH

Scoil Ghnó Kemmy  
Kemmy Business School



# MSc in Project & Programme Management

Master the skills for effective  
project management

Programme Brochure

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100% Online delivery



In the top 1% of business schools globally



# MSc in Project & Programme Management

Fast-track your career with skills for progressive project management.

Effective project management is essential in all industries. The UL Master's in Project and Programme Management will equip you to plan, manage, and monitor projects on a global, multi-sector scale. Enabling you to solve problems creatively, manage resources effectively, and lead your team confidently to realise complex projects on-time and within budget.



Scoil Ghnó Kemmy  
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# MSc In Project & Programme Management

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## About Us

About the University of Limerick	1
Our Centre for Project Management	2
Our Lecturers	2

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## The Programme

Why Choose this Course?	3
Online Delivery	6
Programme Structure	8
Programme Schedule & Content	9
Employer Benefits	15

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## Next Steps

Entry Requirements	17
Fees	18
Important Dates	19

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## Additional Reference

Contact Us	20
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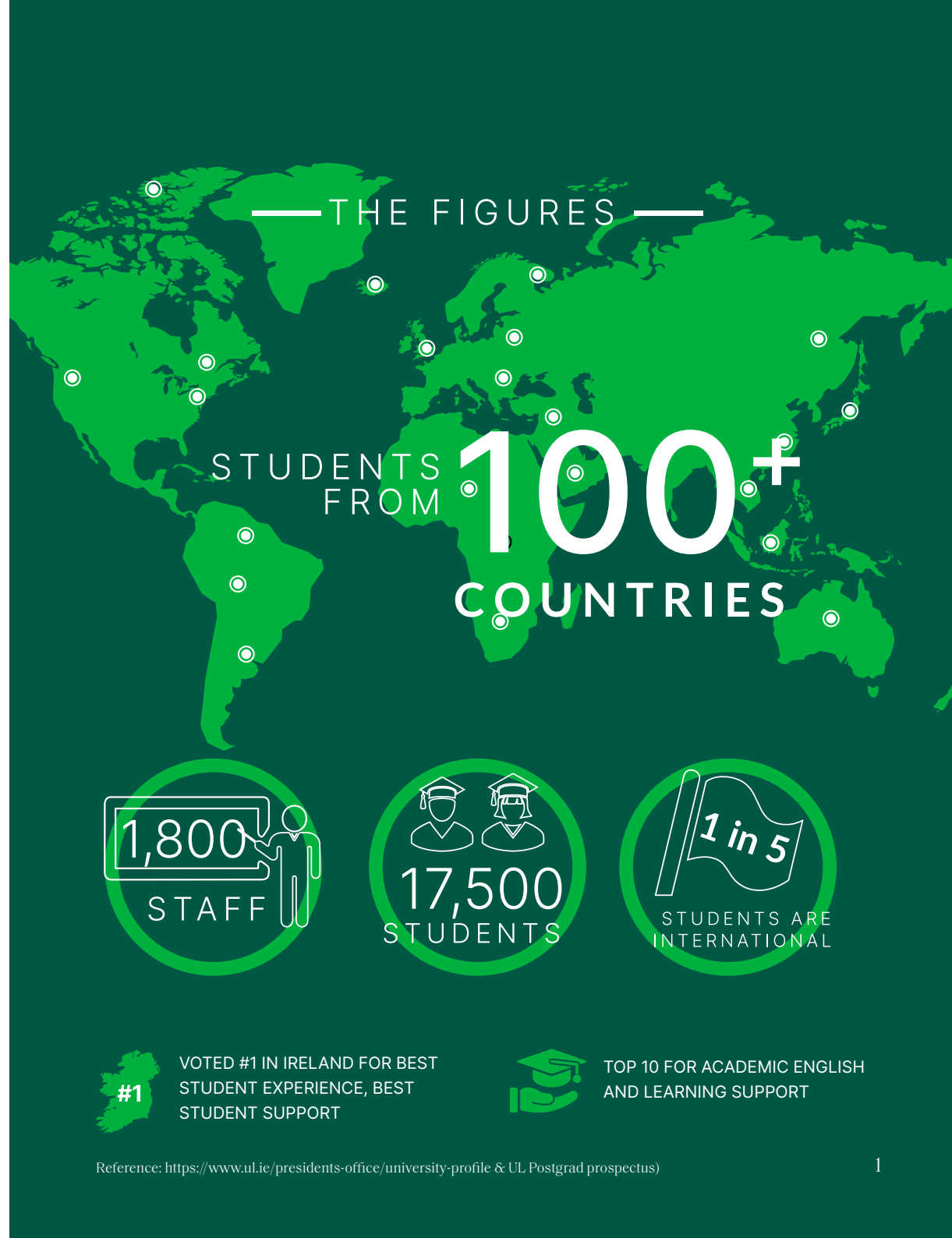
# Introduction To University Of Limerick

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The University of Limerick (UL) is an independent, internationally focused university with a proud record of innovation in education and excellence in research and scholarship.

We take great pride in attracting students who are seeking a supportive learning environment to help nurture and achieve their personal and professional dreams. UL graduates have a record of high employability and the University has close working relationships with industry, from undergraduate to postdoctoral level. Our vision is to offer students an academic environment that supports intellectual growth and personal development and is characterised by principles of fairness, equity and integrity.

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Reference: <https://www.ul.ie/presidents-office/university-profile> & UL Postgrad prospectus)



# Centre For Project Management

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One of the world's first Centres of Excellence specialising in project management education, training, and research.

The Centre for Project Management is situated within the Kemmy Business School at the University of Limerick. Established in 1992.

Our programmes are designed to develop comprehensive business knowledge and skills to conceive, plan, implement and complete projects successfully. The Centre has led the development of alternative

methods of study that fit changing lifestyles and meet the needs of different business sectors.

The online MSc in Project and Programme Management mission is to transform project management expertise into viable practical solutions for the operational benefit of organisations and companies.

## Lecturers

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Experienced lecturers at the forefront of their fields.

The Online MSc in Project and Programme management explore the discipline of project management from both academic and practitioner perspectives, with experienced lecturers at the forefront of their fields.

Our lecturers work in collaboration with industry-leading project and programme managers to ensure students are exposed to the latest and most relevant industry cases and course content

# MSc In Project & Programme Management

The UL MSc in Project and Programme Management helps you take control, providing the skills to manage complex projects with confidence. This flexible, online programme will hone your decision-making, providing proven systems for effective project management and decisive leadership in today's uncertain environment.

This Masters programme is designed for experienced project managers and senior managers anywhere in the world, who are responsible for delivering commercial results through the effective management of projects and programmes. It will equip you with advanced project management skills and insights, from proven techniques for managing scope, time, cost, and risk through to the broader areas of leadership, contract management, stakeholder engagement and more. An innovative and challenging course designed to strengthen your strategic thinking and capability to lead large-scale projects and programme



100% ONLINE DELIVERY



2-YEAR PART-TIME



PMI-GAC ACCREDITATION

TOP 1%

IN THE TOP 1% OF BUSINESS SCHOOLS GLOBALLY



KNOWLEDGE IS RELEVANT AND APPLICABLE



“

The diversity of topics covered in the modules along with the important fact that they include programme and portfolio management, not just project management, was impressive to me.

Raymond Poole, Founder of PM Summit,  
Managing Director of PMIS Ltd.

“

I do not hold a dedicated Project Manager role, but have found that completing a project management qualification has provided invaluable understanding, knowledge and expertise to allow me to apply many principles from PM methodologies to my every day role.

Lloyd Harnett, Director of Revenue and IT,  
Adare Manor



# Why choose this programme?

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## PMI-GAC accreditation

Accredited by the PMI-GAC, this globally recognised course also accrues a full 3-year cycle of PDUs for PMP qualified professionals. PDUs are professional development units and Project Management Professionals must accumulate 60 in each 3-year cycle to retain their certification.



## Develop cross-industry expertise

Boost your agility with cross-sector skills for innovative project management. Lead large-scale programmes in any industry, worldwide.



## Develop leadership skills

Harness your team's potential through astute people management. Learn how to lead with confidence and achieve project goals effectively.



## 100% online learning

Designed for busy professionals, this online, two-year part-time course offers a flexible, interactive learning environment for maximum engagement, with minimum stress.



## University Master's Degree

Realise your potential with an internationally recognised National Framework of Qualification, Level 9 Master's Degree from the Kemmy Business School in University of Limerick's Centre for Project Management.



## Build business acumen

Strengthen strategic thinking and broaden business knowledge with expertise in governance, international relations, commercial impact and more.



## Gain global perspectives

Absorb fresh insight and new perspectives from a global peer group. Enjoy a diverse learning experience with classmates from diverse backgrounds, industries, and cultures.

# Professional Gains

## Strategic thinking

Enhance your critical thinking and develop superior analysis skills for more informed decision making.

## In-demand skills

Deepen your project and programme management expertise. Develop an advanced skillset for improved project efficacy.

## Flexibility

Expand cross-industry expertise, enabling you to deliver innovative, world-class project management, in any sector.

## Global outlook

Strengthen your understanding of cultural and business differences worldwide to lead projects successfully on a global scale.

## Leadership qualities

Harness your team's potential. Learn to lead with confidence and achieve project goals with accuracy.

# Personal Gains

## Personal effectiveness

Boost your assertiveness and resilience with project and programme management skills that translate to any area of your life. Enhance your creativity, focus on collaboration, and strengthen your approach to risk taking.

## Adaptability

Respond to accelerated change with confidence. Enabling you to realise personal and professional goals successfully in today's uncertain and rapidly shifting business, social and economic climate.

## Career progression

Fast-track your career with in-demand skills for progressive project management. Explore new opportunities and embrace senior roles with cross-sector expertise that will increase your earning power.







## 100% Online Delivery

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### A flexible format designed to suit you

Developed with your flexibility in mind, our online delivery model fits your busy schedule by letting you decide when and where to complete your coursework. The fully online approach enables you to interact and collaborate with peers and lecturers around the world, gaining insights and opinions from a diversity of business environments and cultures, all without leaving your desk.

- Central interactive platform hosts the complete syllabus
- Pre-recorded lectures
- Online tutorials
- Online activities and discussion forums
- Interactive engagement virtual teams
- E-books and online resources
- 24-hour technical support



I travel a lot with work but I could still carry on with my studies, submit papers and interact with others on the course, which would not be possible with any other course format.

Aidan Cafferky, Graduate  
Program Manager, New Product Development,  
Thermo King - Ingersoll Rand

# What our alumni say



The Masters opened doors in my career, it provided me invaluable insights into the process of project delivery and the role leadership, governance, organisational culture and how people deliver successful projects.

Patrick O'Brien MSc CEng MIEI – Project Manager – Cytiva

The Masters positioned me for more senior roles in the strategy to execution space, enabling me to work with the C Suite across industries and organisations to drive change.

Jackie Glynn, Technology Solutions Director with Optum (United Healthcare Group)



The course helped me to understand how different industry deals with and executes transformation using programme and project management methodology and structures.

Paul Fogarty, Global Head of PMO for ING

## Course Structure

# 2 Years. Part-Time. 100% Online.

Fast-track your career with a two-year, part-time, online programme designed to progress your project management skills.

### Two-Week Online Induction

Prior to starting the programme, all learners participate in a two-week online induction programme. This introduces the virtual learning environment, the course content, your lecturers, and your classmates. This induction proves particularly useful for those returning to third level education after a break of several years, helping ease you into the programme and feel confident and motivated about beginning your modules.

### Module. Break. Repeat.

Each year includes three semesters; the first has two taught modules, the second has three taught modules, and the third is project work. Each taught module is 5 weeks long, and students have a one-week break between modules, giving busy professionals the opportunity to either break from studies or catch up on work time lost during the five-week module period.

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Below is the schedule for the next programme intake, starting 8th September 2025

Master of Science in Project & Programme Management - Part time Online Learning		
	Year 1	Year 2
Semester 1	Project and Programme Management Science and Principles  People and Behaviour in Projects	Strategic Management of Programmes  Knowledge and Information Management in Project Environments
Semester 2	Project and Programme Planning and Control  Project Leadership and Governance  Programme Value, Risk and Decision Making	International Project Management  Research in Projects and Organisations  Commercial Management of Projects
Semester 3	In-Company Project	Research Paper

## ECTS

What are ECTS? All modules at UL are designed in terms of ECTS (European Credit Transfer and Accumulation System) ECTS is a student system based on the average workload required for a given course. Students must consider effort required when choosing modules and programmes.

What is the difference between 6 and 12 ECTS? Credits are allocated to all components of the programme and are based of workload.

Student Workload. Total ECTS for this course is 90 ECTS which requires an average workload per week of 20 hours and are based of workload.

## YEAR 1

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### INDUCTION FAMILIARISATION WITH LEARNING ENVIRONMENT

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#### Semester 1

<b>MODULE 1</b> 6 ECTS	<b>PROJECT AND PROGRAMME MANAGEMENT SCIENCE AND PRINCIPLESPEOPLE</b>  Provides insights into fundamental principles and how they might apply within various settings	This module explores the core concepts and theories of project management science and relates them to the emerging phenomenon of programme management. It provides students with a deepened understanding of project and programme related principles and associated strategic and operational frameworks, and how they might be integrated within a variety of organisational settings
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<b>MODULE 2</b> 6 ECTS	<b>PEOPLE AND BEHAVIOUR IN PROJECTS</b>  Focuses on the soft skills need to successfully manage and lead projects	<p>This module focuses on developing a greater understanding of behaviour, people management and interpersonal issues in projects. Research from psychology, sociology and management science give the view that the effective management of people is vital to project success. Labour represents a critical and costly resource in projects; therefore people's behaviour and performance orientation need to be aligned with the goal of the projects they are employed to deliver.</p> <p>This module aims to equip students with a greater understanding of the principles underlying behaviour at individual, team, and organizational levels and in doing so, to develop a greater level of awareness and competency in managing individuals and teams.</p>
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## YEAR 1

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### Semester 2

#### MODULE 3 6 ECTS

#### PROJECT AND PROGRAMME PLANNING AND CONTROL

Applies goal directed methods & aimed at achieving future sustainable benefits through projects and programmes

The aim of the module is to introduce students to provide a high-level perspective in developing organisation goals and objectives and translating these into portfolio and programme aims and objectives. It shows how project and programme baseline models are developed and demonstrates the adaptation and integration of tracking and control systems used to monitor and control progress throughout project and programme lifecycles. It introduces enterprise level project and programme governance structures and procedures that provide an overall framework for project and programme delivery mechanisms aimed at delivering sustainable business benefits.

#### MODULE 4 6 ECTS

#### PROJECT LEADERSHIP & GOVERNANCE

Raises awareness of the importance of effective project leadership, having clear roles, responsibilities, and appropriate governance structures in place.

Research in the social sciences supports the view that leadership has an impact on overall organisational performance. Given the temporal aspects associated with projects, there are challenges facing the project manager when leading and directing a team through the project. Moreover, the project manager must be supported by an appropriate governance framework structured around projects and programmes, providing a clear set of guidelines on roles and responsibilities at all levels within the project organisation. This module integrates these themes and aims to raise the awareness of the importance of effective leadership, to provide direction to the project team, guided by professional ethical standards and appropriate organisational support structures (including PMOs) and processes.

## YEAR 1

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### Semester 2

#### MODULE 5 6 ECTS

#### PROGRAMME VALUE, RISK AND DECISION MAKING

Explains how to develop business models and value solutions that are implemented through programmes, with a focus on long term sustainable benefits.

The overall aim of this module is to introduce the foundation concepts, and process framework used to develop business models and value solutions through projects and programmes. It will include models of benefits management and benefits realisation tracking throughout programme lifecycles, and incorporate risk management, probability assessments and decision analysis theories and their empirical applications in critically evaluating programme options. The module integrates these elements in an overall framework for the management and execution of projects and programmes.

### Semester 3

#### MODULE 6 12 ECTS

#### IN-COMPANY PROJECT

The In-Company Project is a “cap stone” that provides the opportunity to apply many of the learnings from the first year of the MSc. in Project and Programme Management in a real project setting. Is a “cap stone” that provides the opportunity to apply many of the learnings from the first year of the MSc. in Project and Programme Management in a real project setting.

## YEAR 2

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### Semester 4

#### MODULE 7 6 ECTS

##### STRATEGIC MANAGEMENT AND PROGRAMMES

Provides a critical overview of corporate strategy and strategy implementation with a focus on programme management competence as levers for strategic renewal.

Strategic Management is a discipline whose effective understanding is instrumental for a successful career at all levels in both private and public sectors. The fundamentals of the discipline lie in the theoretical underpinning of how organisations contextualise, implement, learn, and evolve. As a discipline, Strategic Management integrates fundamental cognate disciplines, (economics and organisational behaviour), with functional subjects (Marketing, accounting, and human resources management), into a cohesive whole necessary to manage an organisation at the corporate level.

#### MODULE 8 6 ECTS

##### KNOWLEDGE AND INFORMATION MANAGEMENT

Shows how good management of knowledge and information resources can contribute to enhanced organisational performance through projects.

This module provides an understanding of the role of knowledge, information, and technology in organisations, with specific focus on projects. It will provide an understanding of the nature of data, information, and knowledge as organisational resources, it will look at the challenges involved in managing and exploiting these, and it will explore the impact and the opportunities presented by modern technologies.

## YEAR 2

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### Semester 5

#### MODULE 9 6 ECTS

#### RESEARCH IN PROJECTS AND ORGANISATIONS

Explains various research methods and how they can be applied to investigate industry related problems with particular emphasis on the management of projects.

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#### MODULE 10 6 ECTS

#### INTERNATIONAL PROJECT MANAGEMENT

Addresses the challenges of global projects including leading, communicating, and collaborating with virtual teams with diverse cultural backgrounds.

This module combines the essentials of project management with social science disciplines associated with managing cultural diversity, heterogeneous stakeholders, intercultural communication, international cooperation, and collaboration. This module addresses various success factors that any project manager must be familiar with when managing international projects and diverse teams globally.



## YEAR 2

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### Semester 5

#### MODULE 11 6 ECTS

#### COMMERCIAL MANAGEMENT OF PROJECTS

Includes project evaluation and selection with specific emphasis on commercial aspects that effect project investment decisions.

The overall aim of this module is to introduce the features of commercial and contract management and position it within the context of managing projects. It covers such areas as project finance & project selection, risk management and commercial decision making, procurement and contracting, lifecycle costing and post project appraisals.

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### Semester 6

#### MODULE 12 18 ECTS

#### RESEARCH PAPER

Provides an opportunity to explore project management as a discipline and use the latest research and conduct an empirical study into issues and challenges that arise on projects.

# Employers Benefits

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## Equip your employees to achieve effective project outcomes

Our PMI-GAC accredited part-time MSc in Project & Programme Management will equip your employees to manage complex projects on a global, multi-sector scale. Delivering increased productivity and boosting profitability in today's uncertain environment.

## You'll see immediate, tangible benefits

Companies sponsoring an employee to undertake this online MSc will see immediate and measurable returns, with employees demonstrating increased knowledge and effective processes from day one.

Students develop new skills for successful leadership and smarter project management. Enabling them to confidently manage projects to meet business objectives with ease.

- Smarter processes
- Improved portfolio performance
- Proven PM methods
- Build business knowledge
- Enhanced leadership
- Global perspectives
- New ways of thinking



“

We have discussed a number of uses for the tools and learnings from the first year in the Masters program and are already creating plans to integrate this into our daily operations and Program Management team activities.



Mervyn Maguire,  
Global OEM Operations Director,  
Dell Inc.

## Entry Requirements & Fees

# Entry Requirements

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Acceptance into our online Masters in Project and Programme Management typically requires a level 8 degree and a minimum of 4 years' experience working in a project-related environment

## Recognition of Prior Learning

If you do not have a degree, you may qualify for this programme based on work experience. In such instances, we evaluate your experience, portfolio, and references in accordance with the University's policy on recognition of prior learning. We may also interview you directly.

If candidates are non-native English language speakers, certified demonstrable achievement in a standard English language competency test will be required.

## Have a Question about the course?

Get in touch with our course director, John Kelly

John Kelly | Course Director

E: [John.F.Kelly@ul.ie](mailto:John.F.Kelly@ul.ie) T: +353 61 213407



# Fees

Our programme is among the most affordable PMI accredited masters worldwide with flexible payment options and employer sponsorship welcome.

Complete this 2 year, 90 ECTS masters for a highly competitive cost. (AY 25/26 fees TBC)

Please note that year 2 fees may increase due to student levy charges.

## Flexible Payment Options

We offer flexible payment options for the online Masters in Project and Programme Management. Choose from three methods of payment to suit your budget. UL fees office can assist if you require an invoice for your organisation.

1. Pay in full each year, prior to course commencement.
2. Pay in two instalments, the first before commencement of semester 1 and the second before commencement of semester 2.
3. Set up a monthly payment plan over the course of the 2-year programme.



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The programme delivers more than just project management skills: you learn how to manage people effectively

David Horsak, Technical Product Manager,  
URBANARA GmbH, Germany



## Important Dates

Application Now Open

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Induction Start Date:  
8th September 2025

Take the first step towards mastering project management and leadership and advancing your career.

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### How to Apply?

To maintain our exceptional high standards and personal interaction between lecturers and learners, we limit the class size per intake. Therefore, we advise submitting your online application early as possible to avoid disappointment. **Please upload a copy of CV with your application, to avoid any delays in processing the application.**

### What Happens Next

After you complete your application form, our team will review your information and get in touch within 2-3 days to discuss acceptance into the course.

### Not Ready To Apply?

If you have any questions about the programme, feel free to contact Course Director John Kelly directly with your query.

E: [John.F.Kelly@ul.ie](mailto:John.F.Kelly@ul.ie) T: +353 61 213407

A woman with curly hair, wearing a white button-down shirt, is shown from the chest up, gesturing with her hands as if in conversation. She is positioned on the right side of the frame. The background is a blurred brick wall and a window. On the left side, the back of a person's head and shoulder is visible, suggesting a meeting or discussion.

# Ready to Fast-track your career with skills for progressive project management?

Click [here to apply](#) or talk to us

Course Director

John Kelly

John.F.Kelly@ul.ie | +353 61 213407