UNIVERSITY OF LONDON

Microcredential Specification

Key Information			
Course title	PMM060-MC Advanced project funding, finance and risk		
Level	7	Credit value	15
Federation member	RHUL	Notional study hours and duration of course	150 hours
Academic subject expert	Dr Andreas Hadjixenophontos		
Course co-author (where applicable)			

Rationale for the course

A strong understanding of the broader landscape of corporate financing is essential for developing and sustaining a successful project-based business. This course deepens students' understanding by examining the principles and practices of corporate finance and project funding. It enables students to explore how organisations secure and allocate financial resources to support projects within a real-world business context. In addition, the course places significant emphasis on project risk, equipping students with the knowledge and tools required to identify, assess, and manage financial risk effectively.

Aims of the course

The aim of this course is to deliver understanding at working levels of investment appraisal techniques, the structure of project finance and the relevance of corporate finance. The course provides an understanding of strategic considerations in estimating costs and adopting budgets for projects, to investigate types of capital structures used in project finance, and a broad understanding of the different types of funding structures.

The course outlines the key drivers behind funding applications to identified external sources, and highlights the differences between public and private sector investment; and critically evaluates the importance of risk management, including in-depth analysis of methodologies.

Topics covered in this course:

1. Introduction to corporate finance
    a. agency theory
    b. stakeholder theory
    c. types of business formation.
2. Investment appraisal and the time value of money
    a. time value of money
    b. risk return analysis
    c. discounted cash flow
    d. net present value
    e. cost of capital.
3. Other methods of investment appraisal
    a. ARR
    b. payback
    c. IRR.
4. The cost of finance
    a. weighted average cost of capital (WACC)
    b. capital assets pricing model (CAPM)
    c. cost of debt (rd)
    d. cost of equity (re)
    e. systematic and unsystematic risk (β).
5. Debt financing
    a. debt financing
    b. corporate bonds
    c. convertible bonds
    d. bank loans
    e. cost of debt.
6. Equity financing
    a. ordinary share capital
    b. rights issue
    c. listing
    d. stock exchange
    e. venture capital
    f. preference shares.
7. Risk management
    a. risk management
    b. futures and swaps
    c. hedging
    d. insurance
    e. standards of risk management
    f. project risk management.
8. Capital structure and project financing revisited
    a. NPV
    b. WACC
    c. gearing ratio
    d. project financing
    e. capital structure
    f. value of the firm.
9. Procurement, sourcing and contract administration
    a. procurement
    b. sourcing
    c. contracts.
10. Public-private partnership (PPP) projects and project financing in emerging countries
    a. PPP
    b. emerging countries
    c. agency theory
    d. corruption
    e. key success factors.

Learning outcomes for the course

By the end of this course, you should be able to:

- Develop an advanced knowledge and understanding of concepts, theories and principles of project finance and its adoption across a range of industrial sectors;
- Develop a capability in the mathematical calculation of various investment appraisal techniques and their relative values;
- Identify key drivers behind project lenders' approaches to project funding, and the variety of capital sources available;
- Develop a thorough and in-depth knowledge of the criticality of risk, its assessment and management in project financing.

Learning and Teaching Strategy and Methods

The learning and teaching strategy for this course reflects the flexible, self-paced model required for microcredentials, ensuring that all students can progress in a structured yet adaptable way, regardless of their location, background or prior experience of online learning.

The course is designed by subject specialists and supported by expert learning designers and online education teams to ensure that learning activities, digital media and assessment are aligned to the intended learning outcomes.

A structured sequence is embedded into every course, following a coherent approach to content acquisition, active learning, feedback and evaluation.

- Content introduces and explains core concepts through a blend of video and digital reading.
- Activity enables students to apply learning through practice-based, professional and reflective tasks.
- Feedback is provided through automated quizzes, model responses and guidance from the AI study assistant.
- Evaluation encourages learners to reflect on their progress and identify next steps in their learning journey.

This approach ensures continuity throughout the ten modules and supports students in building confidence, competence and independence progressively across the course.

Teaching methods

The following teaching methods are integrated into the course design:

- Video-based guidance delivering structured explanations of key ideas with visual aids
- Interactive learning activities enabling knowledge application to authentic workplace scenarios
- Self-directed independent learning through guided readings, online library exploration and personal research
- Frequent formative assessment including knowledge checks, worked examples and reflective questions to reinforce understanding and skills development
- AI-supported learning with 24/7 access to the AI study assistant for clarification, feedback and study support at the point of need
- Progress monitoring and reflection helping students assess achievement, review understanding and plan further study

Support for learning

Although this course does not include scheduled live teaching, students are never studying alone. The learning platform includes tools to track progress, submit assessments and access feedback, while the Online Library provides curated digital resources to enhance academic skills and knowledge

Clear guidance is provided to help students manage their study time, structure weekly goals and maintain consistency throughout the learning journey. Recommendations for integrating study into personal and professional schedules are included in the induction resources, promoting resilience, motivation and successful completion.

Assessment strategy, assessment methods

This course uses a practical assessment approach that helps you show both your understanding of key ideas and your ability to apply them to real business situations. You will complete a coursework task that test how well you can use core theories and analytical techniques. This assessment focuses on developing real professional skills, such as interpreting business data, solving operational or financial problems, and explaining your decisions clearly using appropriate frameworks. This approach looks at your abilities as a whole—how you connect theory with practice—while also helping you build your analytical, critical-thinking, and communication skills over time. A mark of 50% is required to pass the assessment.

The assessment design is flexible and supports self-paced learning. For coursework tasks, students can choose from a range of assessment windows and submit their work at the point that best fits their personal schedule and study plans. This flexibility allows you to manage your learning in a way that suits your circumstances, while still meeting the course's academic requirements. It also encourages you to plan your time effectively and engage with the material at a pace that supports deeper understanding.

Assessment Elements

1. Coursework (100% weighting)

- Students are required to apply the concepts and techniques learned in the course to a realistic business scenario.
- The assessment is designed to develop your global employability skills.
- The coursework is directly aligned with the course's learning outcomes, ensuring you are assessed on the knowledge, skills, and competencies you are expected to achieve.

Learning resources

This course is structured into ten modules, designed to support flexible self-paced study and the practical application of knowledge to professional contexts.

The learning resources are curated to enable both directed learning and independent study, providing opportunities to acquire new knowledge, apply concepts in realistic scenarios, receive feedback and evaluate progress throughout the course

Each course follows a consistent learning sequence, incorporating a blend of the following resource types:

Video lessons
Concise explainer videos introduce key concepts and practical methods. Presenters utilise visual aids such as slides and screen demonstrations to enhance understanding and maintain clarity.

Interactive and practical activities
Learning activities provide opportunities to apply concepts to real-world and workplace scenarios. These include worked examples, reflective tasks and application-based exercises designed to build confidence and professional competence as you progress

Quizzes and knowledge checks
Automated quizzes provide rapid feedback to support mastery of key ideas. These may include multiple-choice questions, worked solution examples or feedback from the AI study assistant.

Quizzes are generally used formatively to reinforce learning, but some may contribute to assessment if completed under appropriate conditions.

AI-supported learning
A 24/7 AI study assistant is available throughout the course to provide guidance, help learners reflect on progress, clarify concepts and support completion of designated activities.

Self-evaluation tools
Regular opportunities are provided for learners to monitor progress, reflect on achievements and identify areas requiring further study, ensuring continuous learning and improvement

Project-based learning
Each learner develops a professional-quality project linked to a realistic scenario. This supports the development of globally relevant employability skills, including communication, digital capability, problem-solving and adaptability

E-resources and library access
All students receive full access to the University of London Online Library and VLE resources. Directed reading and recommended online sources are integrated into each course, supporting further research, information-literacy development and independent study

Materials are provided in accessible digital formats suitable for study across multiple devices. Learners are encouraged to extend their engagement with topics of interest through wider reading and exploration of online library holdings.

Study expectations
Courses include indicative timings to support planning and time management, with a total study commitment of approximately 150 hours for the full course. Learners may adjust weekly effort to suit their individual needs and availability whilst progressing through courses in the recommended learning sequence

Reading list

- Ardalan, K. 'Capital structure theory: reconsidered', *Research in International Business and Finance* 39(B) 2017, pp.696–710.
- Babatunde, S.O. and S. Perera 'Barriers to bond financing for public-private partnership infrastructure projects in emerging markets', *Journal of Financial Management of Property and Construction* 22(1) 2017, pp.2–19.
- Brealey, R.A., S.C. Myers and F. Allen. *Principles of corporate finance.* (New York, McGraw-Hill: 2019).
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- Filho, F.C.F. et al., 'The attractiveness of investments in Brazilian railways', *Revista Brasileira de Finanças* 18(1) 2020, pp.39–68.
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- Giesecke, K., F.A. Longstaff, S. Schaefer, I. Strebulaev 'Corporate bond default risk: A 150-year perspective', *Journal of Financial Economics* 102(2) 2011, pp.233–250.
- Glinkowska, B., and B. Kaczmarek 'Classical and modern concepts of corporate governance (stewardship theory and agency theory)', *Management (Zielona Góra)* 19(2), 2015 pp.84–92.
- Goergen, M. and L. Renneboog 'Investment policy, internal financing and ownership concentration in the UK', *Journal of Corporate Finance* 7(3) 2001, pp.257–284.
  Hopkin, P. *Fundamentals of risk management.* (Kogan Page, 2018) 5th edition.
  Jarosz, P. 'Federal procurement basics #2: The many grounds for federal procurement

challenges: A ‘keeping it simple' summary’, *Mondaq Business Briefing* 2021.
Kavishe, N. and N. Chileshe ‘Critical success factors in public-private partnerships (PPPs) on affordable housing schemes delivery in Tanzania: A qualitative study’, *Journal of Facilities Management* 17(2) 2019, pp.188–207.
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- Lefley, F. ‘The payback method of investment appraisal: A review and synthesis’, *International Journal of Production Economics* 44(3) 1996, pp.207–224.
- Lefley, F. and J. Sarkis ‘The decline of the accounting rate of return (ARR)’, *Management accounting* 75(6) 1997, pp.50.
- Muller, R., and L. Lecoeuvre ‘Operationalizing governance categories of projects’, *International Journal of Project Management* 32(8) 2014, pp.1346–1357.
- Müller, R. and J.R. Turner ‘The impact of principal–agent relationship and contract type on communication between project owner and manager’, *International Journal of Project Management* 23(5) 2005, pp.398–403.

Myers, S.C. ‘Capital structure’, *The Journal of Economic Perspectives* 15(2) 2001, pp.81–102.
- Pereira, C.R. et al., ’Achieving supply chain resilience: the role of procurement’, *Supply Chain Management* 19(5/6) 2014, pp.626–642.
- Poulton, C. and J. Macartney ‘Can public–private partnerships leverage private investment in agricultural value chains in Africa? A preliminary review’, *World Development* 40(1) 2012, pp.96–109.
- Rebeiz, K.S. ‘Public–private partnership risk factors in emerging countries: BOOT illustrative case study’, *Journal of Management in Engineering* 28(4) 2012, pp.421–427.
- Sawant, R.J. ‘Emerging market infrastructure project bonds: Their risks and returns’, *Journal of Structured Finance* 15(4) 2010, pp.75–82.
- Schallheim, J., K. Wells and R.J. Whitby ‘Do leases expand debt capacity?’, *Journal of Corporate Finance* 23 2013, pp.368–381.
- Siziba, S. and J.H. Hall ‘The evolution of the application of capital budgeting techniques in enterprises’, *Global Finance Journal* 47 2021, pp.1–18.
- Solomon, J. *Corporate governance and accountability*. (Hoboken, Wiley: 2020) 5th edition.
- Sturken, C.-A. ‘Procurement essentials: basic principles every meeting planner should know’, *Meetings and conventions* 41(4) 2006, pp.39.

Suprapto, M. et al., ‘How do contract types and incentives matter to project performance?’, *International Journal of Project Management* 34(6) 2016, pp.1071–1087.
Valdez, S. *Introduction to global financial markets*. (Palgrave Macmillan, 2015).
- Venkatesan, R. ‘Strategic sourcing – to make or not to make’, *Harvard Business Review* 70(6), pp.98–108.
- Ventovuori, T. ‘Elements of sourcing strategies in FM services – A multiple case study’, *International Journal of Strategic Property Management* 10(4) 2006, pp.249–267.

Precise reading from this material will be specified as part of the course.
Additional recommended reading and other references will be available in the VLE.