

PROJECT MANAGEMENT (OTHM/05/02-L5DBM)

Unit Aims :

The aim of this unit is to provide the learner with understanding and skills relating to project management principles, methodologies, tools and techniques that are used in business.

Learning Outcomes

1. Plan the requirements for a project and estimate the resources necessary for its completion.

- 1.1 Identify projects required from an appraisal of business objectives.
- 1.2 Produce project sub-divisions and high-level estimates of time
- 1.3 Evaluate a project methodology suitable for the specific project.
- 1.4 Assess the feasibility of a proposed project.

2. Devise an appropriate plan to manage a project using relevant project management tools and models.

- 2.1 Devise a structure for the management and execution of the project.
- 2.2 Define the roles and responsibilities of the project manager and team members.
- 2.3 Prepare a detailed project plan.

3. Examine and explain how the project will be monitored and controlled during the process of its completion.

- 3.1 Assess suitable project team structures.
- 3.2 Design quality management processes to be used in a project
- 3.3 Design procedures for managing project change proposals.
- 3.4 Design systems for monitoring and appraising the status of a project.

4. Identify and apply project management techniques and skills to a project application.

- 4.1 Design control systems to manage challenges arising during the execution of projects.
- 4.2 Identify issues and risks likely to be encountered in the final stages of a project.
- 4.3 Assess the necessary project tasks to be completed in the final stages of a project.

Assessment Criteria

Learning Outcome 1,2

PROJECT INITIATION, METHODOLOGY AND FEASIBILITY

- Analyzing business needs, reviewing operations and procedures, alternative project cost-benefit analyses, project sub-division: work breakdown, identifying time scales, identifying resources, project budgeting, reporting and accountability
- Review of appropriate models for project management e.g. traditional approach, PRINCE2, critical change approach or event change approach
- Identifying risk, impact analysis, risk management/planning, review cost-benefit and risk equation for project

Learning Outcome 2,3

PROJECT MANAGEMENT FRAMEWORK AND PLAN

- Traditional approach, critical change approach, event change approach or proprietary/ formalised approaches e.g. PRINCE
- Role of Project Manager: managing team and stakeholders, setting schedule, budget and timing, developing the project plan, managing project risks, interfaces with other projects
- Value proposition, accountability, deliverables, responsibilities, resource allocations, timeline, milestones, critical path

Learning Outcome 2/3

MONITORING AND CONTROL

- Status and plan documentation and regular monitoring meetings, defining responsibilities and accountability, communications, traceability and audit trails, formalized frameworks and stages □
- Project creep, gaps in the scope or accountability of the project, delays, planning errors, other resource deficits
- Role of Project Manager and Sponsor, constructive vs. destructive conflicts, compromise, skill complementarities, goal congruence

Learning Outcome 3/4

PROJECT EVALUATION AND CLOSURE

- Lack of ownership, communication failures, lack of employee empowerment, formal evaluation of project and team performance, document learning points for future, assess success factors, post implementation report, sign off on deliverables, hand over/archive documentation, contract closures, closing out financial accounts, reassign team