



Level 6 Advanced Diploma in Management (891)
149 Credits



Unit: Project Management Skills	Guided Learning Hours: 260
Exam Paper No.: 1	Number of Credits: 26
Prerequisites: Knowledge of computing and management.	Corequisites: A pass or better at Diploma level.
<p>Aim: The purpose of this unit is to develop a systems perspective of leadership that can be used to successfully manage a project. Learners will gain a grounded and intuitive understanding of leadership skills, characteristics and actions needed to manage projects in today's complex world. To help define this systems perspective, the unit discusses project management as both an art and a science. As a science, project management considers formal systems such as metrics, rewards and traditional tools. In a complementary fashion, as an art it emphasises culture and the informal side of the organisation. By integrating both art and science using a systems perspective, the project manager can proactively take steps to influence success. Because the skills needed for managing projects are similar to those for leading an entire organisation, all aspiring or current leaders regardless of level or responsibility, will benefit immensely. The unit examines the organisation, planning, and controlling of projects and provides practical knowledge on managing project scope, schedule and resources. Topics include project life cycle, work breakdown structure and Gantt charts, network diagrams, scheduling techniques, and resource allocation decisions. Concepts are applied through team projects and tutorials using project management software.</p>	
Required Materials: Recommended Learning Resources.	Supplementary Materials: Lecture notes and tutor extra reading recommendations.
Special Requirements: The unit requires the use of project management software	
<p>Intended Learning Outcomes:</p> <p>1 The process of integrating projects with the strategic plan and the process of managing actual projects.</p> <p>2 Organisational strategy plans for the whole business that sets out how the organisation will use its major resources and project selection process.</p> <p>3 The importance of good communication on projects and the major components of a communications management plan.</p>	<p>Assessment Criteria:</p> <p>1.1 Describe the importance of project management</p> <p>1.2 Analyse today's project management's integrative approach</p> <p>1.3 Explain the importance of Project Management</p> <p>1.4 Describe a project, project life cycle and project manager.</p> <p>2.1 Define and describe the strategic management process</p> <p>2.2 Describe strategic management process activities</p> <p>2.3 Explain the need for an effective portfolio management system</p> <p>2.1 Analyse the strategic management process and its activities</p> <p>2.2 Define project portfolio management system</p> <p>2.3 Describe the process of applying a selection model</p> <p>2.4 Illustrate why project managers need to understand the strategic management process</p> <p>3.1 Describe the elements of project communications planning, including information distribution, performance</p>

	<p>reporting, and administrative closure</p> <p>3.2 Explain various methods for project information distribution and the advantages and disadvantages of each</p> <p>3.3 Define individual communication needs and how to determine the number of communications channels needed for a project</p> <p>3.4 Describe how the main outputs of performance reporting help stakeholders stay informed about project resources</p> <p>3.5 Distinguish how the main outputs of administrative closure are used to formally end a project</p> <p>3.6 Describe various methods for improving project communications, such as managing conflicts, running effective meetings, using e-mail effectively, and using templates</p> <p>3.7 Describe how software can enhance project communications</p>
<p>4 Project scope ability to demonstrate the necessity of an effective scope statement that will help guide a project to successful completion.</p>	<p>4.1 Describe the process of defining the project scope</p> <p>4.2 Explain how to establish project priorities</p> <p>4.3 Explain the process of creating the Work Breakdown Structure (WBS)</p> <p>4.4 Describe how to integrate the WBS</p>
<p>5 The fiscal management effect of reliability of project cost estimates at every stage in the project development process.</p>	<p>5.1 Describe how project time and cost estimates are gathered.</p> <p>5.2 Describe the factors influencing the quality of estimates</p> <p>5.3 Describe the estimating guidelines for times, costs and resources</p> <p>5.4 Compare and contrast top-down and bottom-up estimates</p> <p>5.5 Describe the methods for estimating project times and costs</p> <p>5.6 Explain the two categories of project cost estimates: Project Planning Cost Estimates and Project Design Cost Estimates.</p>
<p>6 The overview of the project planning and development process including the activities that incorporate the steps of project development.</p>	<p>6.1 Describe the process of developing a project plan.</p> <p>6.2 Describe how to construct a project network</p> <p>6.3 Explain activity-on-node fundamentals</p> <p>6.4 Describe network computation process</p>
<p>7 Understand why usage and availability of resources are major problems for project managers and how to use the requirements creation process to improve project estimates.</p>	<p>7.1 Assess and evaluate the resource scheduling problem</p> <p>7.2 Describe the types of resource constraints</p> <p>7.3 Describe how to use computers to demonstrate resource-constrained scheduling</p>

<p>8 Time-based objective in the project scheduling and why minimising duration of a project is critical to success in many development projects.</p>	<p>7.4 Describe the different types of project constraints. 7.5 Describe resource allocation methods 7.6 Identify the advantages and disadvantages of scheduling resources</p> <p>8.1 Describe the need for reducing project duration 8.2 Describe rationale for reducing project duration 8.3 Describe the options for accelerating project completion 8.4 Explain how to construct project cost-duration graph 8.5 Construct a project cost-time graph 8.6 Describe policy features that managers can readily alter to influence project durations resource demand estimates and resource adjustment times</p>
<p>9 The role of the Project Manager crucial for a successful project, effectiveness; the qualities of an effective project manager and how to manage project teams.</p>	<p>9.1 Compare and contrast managing vs leading projects 9.2 Describe commonly traded organisational currencies 9.3 Describe social network building 9.4 Describe ethics in project management 9.5 Analyse the difference between managing and leading a project 9.6 Describe project stakeholders 9.7 Discuss factors which influence team development 9.8 Describe characteristics of high-performance teams 9.9 Analyse how to conduct project meetings 9.10 Describe how to manage conflicts</p>
<p>10 Understand outsourcing as an effective cost-saving strategy, insight, analysis, opinion and thought-leadership and the advantages and disadvantages; including the purpose of the project monitoring, evaluation and control phase and the advantages of regularly monitoring a project's schedule performance.</p>	<p>10.1 Define project partnering 10.2 Describe factors contributing to successful partnering. Describe the causes of partnering failures. 10.3 Describe customer satisfaction 10.4 Describe how to monitor progress and time performance. 10.5 Define a structure of a project monitoring information system 10.6 Describe project management control process 10.7 Describe the tools for monitoring time performance 10.8 Describe how to develop an earned value cost/schedule system 10.9 Describe the indexes to monitor progress 10.10 Describe information to be collected to monitor schedule performance and how to ensure its accuracy</p>
<p>11 The project audit phases (i) Success Criteria and Questionnaire Development (i) In-depth Research (iii) Report Development.</p>	<p>11.1 Define project audit. 11.2 Describe the process of conducting project audit 11.3 Describe the tasks of a project audit</p>

<p>12 The critical success factors for managing international projects; how inadequate or incompatible infrastructure and technology issues overcome.</p>	<p>11.4 Analyse project audit components 11.5 Describe barriers to project success 11.6 Describe Success Criteria and Questionnaire Development Phase 11.7 Describe the In-Depth Research Phase 11.8 Describe the Report Development Phase</p> <p>12.1 Analyse issues in managing international projects 12.2 Describe advantages and disadvantages of international assignments 12.3 Describe environmental factors affecting international projects 12.4 Describe cross cultural considerations</p>
<p>Methods of Evaluation: A 3-hour written examination paper with five essay questions, each carrying 20 marks. Candidates are required to answer all questions. Candidates also undertake project/coursework in Project Management Skills with a weighting of 100%.</p>	

Recommended Learning Resources: Project Management Skills

<p>Text Books</p>	<ul style="list-style-type: none"> • Training for Project Management: Skills and Principles by Ian Stokes. ISBN-10: 056608869X • Improving Project Management Skills and Techniques by M. Spinner. ISBN-10: 013452831X • The Business Savvy Project Manager: Indispensable Knowledge and Skills for Success by Gary R. Heerkens. ISBN-10: 007144307X
<p>Study Manuals</p> 	<p>BCE produced study packs</p>
<p>CD ROM</p> 	<p>Power-point slides</p>
<p>Software</p> 	<p>None</p>