






**Level 6 Advanced Diploma in Project Management (889)**  
**226 Credits**



<p><b>Unit:</b> Project Management Planning &amp; Process Implementation</p> <p><b>Exam Paper No.:</b> 2</p>	<p><b>Total Qualification Time:</b> 300</p> <p><b>Number of Credits:</b> 30</p>
<p><b>Prerequisites:</b> Project Management knowledge and management experience.</p>	<p><b>Corequisites:</b> A pass or better at Level 5 Diploma level.</p>
<p><b>Aim:</b> In many projects, a lot of activities are done but in most cases, nobody know why. Things are done because it is acceptable yet in reality these things do not serve any purpose. The aim of this course is to understand why things are done and the output they will yield. Learners will be able to understand the reasons for doing a project, people and organisations (stakeholders) important to the project, project impact (scope and quality), activities, risk and different documents produced. One of the crucial thing in projects is managing change. The course highlights on consequences of change by asking questions such as; how change affects overall project cost, effect on scope and other domains (stakeholders, procurement, risks and resources). Planning helps the project to achieve business needs by formulating different plans, including (scope, risks, cost, quality and management plans). The final goal for any project is business value and projects are there to make change in business as usual to create more business value. A project is a means to an end; not an end in itself, hence needs to be aligned with business needs and goals. By formulating plans, this course sheds light on project management activities and strategies on project various processes and implementation areas. In this course, learners are learning two different things; how to be a project manager and how the system works. A project manager is the asset that holds the project together, ensuring requirements are met within budget and on time. A good project manager thinks about prevention (keeping errors out of the processes) and inspection (keeping errors out of the hands of the customer) so that the final project is good for customers.</p>	
<p><b>Required Materials:</b> Recommended Learning Resources.</p>	<p><b>Supplementary Materials:</b> Lecture notes and tutor extra reading recommendations.</p>
<p><b>Special Requirements:</b> The unit requires the use of project management software</p>	
<p><b>Intended Learning Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. Understanding project life cycle, the project environment; the roles of the project manager and integration management.</li> <li>2. How the project environment helps shape project operational activities and project management roles.</li> <li>3. Categorising and classifying process groups into initiating, planning, executing, monitoring and closing phases.</li> </ol>	<p><b>Assessment Criteria:</b></p> <ol style="list-style-type: none"> <li>1.1 Be able to describe major intentional projects</li> <li>1.2 Describe characteristics of projects</li> <li>1.3 Be able to demonstrate where projects come from, what project management is and consequences of insufficient project management processes.</li> <li>1.4 Differentiate project, programme and portfolio</li> <li>1.5 Be able to identify tools and techniques used in project management</li> <li>1.6 Identify project management groups and areas.</li> <li>1.7 Describe project data, information and reports</li> <li>2.1 Describe Project Management Office (PMO)</li> <li>2.2 Describe environmental factors and organisational process assets.</li> <li>2.3 Describe talent triangle and its benefits</li> <li>2.4 Assess differences between leadership and management</li> <li>2.5 Identify project integration management processes.</li> <li>2.6 Describe different management plans</li> <li>3.1 Be able to sequence process groups</li> <li>3.2 Describe rolling wave planning</li> <li>3.3 Identify processes in initiating a project</li> <li>3.4 Demonstrate the planning of different management processes</li> <li>3.5 Describe the executing process group</li> <li>3.6 Describe monitoring and controlling process groups.</li> </ol>

<p>4 How project scope, scheduling and cost management play an essential role in project planning and implementation</p>	<p>4.1 Demonstrate how to formulate scope, schedule and cost planning  4.2 Identify where requirements come from.  4.3 Demonstrate creating Workbreak Down Structure (WBS)  4.4 Be able to create, sequence and estimate project activities.  4.5 Identify tools and techniques in developing schedule and critical path  4.6 Be able to calculate project management cost controls using data analysis techniques.</p>
<p>5 Understanding implications of weak quality management, resource management and communication management.</p>	<p>5.1 Define quality, project resources and project stakeholders  5.2 Describe cost of conformance and cost of non-conformance  5.3 Be able to use quality control tools and techniques  5.4 Identify different project organisational combinations  5.5 Describe acquiring, development and managing of project teams  5.6 Describe communication models, dimensions and methods</p>
<p>6 Risk is uncertainty that may happen in future and has a certain time period of time in which it can happen.</p>	<p>6.1 Demonstrate <i>known knowns</i>, <i>known unknowns</i> and <i>unknown unknowns</i>.  6.2 Demonstrate risk identification process  6.3 Describe qualitative and quantitative risk analysis processes  6.4 Demonstrate risk responses and contingency plans  6.5 Describe risk probability and impact matrix  6.6 Be able to use decision trees to make better decisions.</p>
<p>7 Understanding procurement management, stakeholder management and project integration management in coordinating resources, competing demands and managing activities.</p>	<p>7.1 Describe contract types  7.2 Demonstrate procurement process  7.3 Describe stakeholder identification, assessment and classification processes.  7.4 Demonstrate project initiation and project closure activities  7.5 Be able to calculate project benefits using different valuation methods  7.6 Describe ways of identifying root causes and processing change requests.  7.7 Describe project monitoring and control strategies.</p>
<p><b>Methods of Evaluation:</b> 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 Planning &amp; Process Implementation with a weighting of 100%.</p>	

**Recommended Learning Resources: Project Management Planning & Process Implementation**

<p><b>Text Books</b></p>	<ul style="list-style-type: none"> <li>• Project Management: Planning and Control Techniques by Rory Burke. ISBN-10: 1118561252</li> <li>• PMBOK Guide and PMP Exam Prep Book 201: Study Guide on the Project Management Body of Knowledge by Robert P. Nathan. ISBN-10: 0692157476</li> <li>• Project Management Study Guide by Tom Schoen. ISBN-10: 1980841527</li> </ul>
<p><b>Study Manuals</b></p> 	<p>BCE produced study packs</p>
<p><b>CD ROM</b></p> 	<p>Power-point slides</p>
<p><b>Software</b></p> 	<p>None</p>