



Level 5 Diploma in Project Management (888)
145 Credits






Unit: Project Management Skills	Total Qualification Time: 260
Exam Paper No.: 1	Number of Credits: 26
Prerequisites: Computing knowledge and management experience.	Corequisites: A pass or better at Level 5 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 Understanding how projects start, the people with authority to think of the ideas and format these ideas will be in.</p> <p>2 Project processes address the chronological flow, series of steps, actions and responsibilities in order to achieve something.</p> <p>3 Management principles that help project managers achieve project purpose, activities and objectives.</p>	<p>Assessment Criteria:</p> <p>1.1 Describe project trigger</p> <p>1.2 Explain project mandate</p> <p>1.3 Define the roles that drives the project</p> <p>1.4 Describe the project setting-up process</p> <p>1.5 Describe documents involved in setting-up a project.</p> <p>1.6 Analyse today's project management's integrative approach</p> <p>1.7 Analyse the importance of Project Management</p> <p>2.1 Describe project planning process and documents.</p> <p>2.2 Identify personnel responsible for directing and leading the project development.</p> <p>2.3 Outline project management roles and responsibilities in managing and controlling the project.</p> <p>2.4 Describe activities in delivering project products</p> <p>2.5 Describe project tolerances</p> <p>2.6 Describe project reports</p> <p>3.1 Describe the importance of business case in justifying projects.</p> <p>3.2 Demonstrate why planning stages are critical steps in Project Management.</p> <p>3.3 Define project management</p>

	<p>organisational structure</p> <p>3.4 Identify why focusing on deliverables is recommended in project management.</p> <p>3.5 Compare and contrast management by objectives vs management by exception.</p> <p>3.6 Describe tailoring in project management.</p> <p>3.7 Demonstrate how lessons learned are implemented in project management.</p>
<p>4 Understand project management environment, processes, principles and main areas in achieving product results.</p>	<p>4.1 Be able to demonstrate how project is started, implemented, delivered and closed.</p> <p>4.2 Describe MoSCoW technique.</p> <p>4.3 Describe project characteristics.</p> <p>4.4 Define project performance variables</p> <p>4.5 Demonstrate parties involved in a project</p> <p>4.6 Be able to describe project, programme and portfolio.</p>
<p>5 The purpose of business justification, roles/responsibilities and quality management in project management strategies.</p>	<p>5.1 Describe quality planning and control.</p> <p>5.2 Be able to differentiate output, outcome and benefits.</p> <p>5.3 Describe the structure of accountability and responsibility</p> <p>5.4 Identify the levels of project structures</p> <p>5.5 Identify project roles and responsibilities</p> <p>5.6 Describe project assurance techniques.</p> <p>5.7 Demonstrate why standards are best source of acceptance criteria.</p>
<p>6 Detailed proposal for implementing plans against which progress can be measured and risk management procedures.</p>	<p>6.1 Describe project plan, stage plan and team plan.</p> <p>6.2 Describe how to deal with stages that go out of tolerance.</p> <p>6.3 Demonstrate product based planning</p> <p>6.4 Be able to produce product breakdown structure</p> <p>6.5 Be able to identify, access and control uncertainty.</p> <p>6.6 Outline risk responses and mitigation strategies</p> <p>6.7 Describe documents used to communicate risks</p>
<p>7 Dealing with potential changes to the project and how to regularly check actual performance against plans.</p>	<p>7.1 Demonstrate how to identify, assess and control issues.</p> <p>7.2 Identify issue and change control procedures</p> <p>7.3 Describe the purpose of baselines</p> <p>7.4 Be able to monitor and control project deviations.</p> <p>7.5 Develop project performance, end stage and end project reports.</p> <p>7.6 Describe event driven and time driven products.</p>

Methods of Evaluation: A 2½-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%.

Recommended Learning Resources: Project Management Skills

<p>Text Books</p>	<ul style="list-style-type: none"> • PRINCE2 Study Guide Paperback by David Hinde. ISBN-10: 1119970784 • Improving Project Management Skills and Techniques by M. Spinner. ISBN-10: 013452831X • Prince2 for Beginners by Colin Bentley. ISBN-10: 1138824135 • 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>

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