**Project Management**

The aim of this unit is to enable learners to understand the process of identifying appropriate and feasible projects. Learner will also understand how the projects can be planned and monitored in order to achieve business objectives.

**Indicative Content**

**1. Be able to analyse business objectives to identify potential projects, their feasibility and the methodology which may be used**

Analysis of business needs

* Reviewing operations and procedures, business data, business performance, bench marking, market analysis, strategic and operational plans, vision and mission, strategic direction.

Project identification and feasibility:

* Criteria to steer selection of projects, alternative project cost-benefit analyses.

Project methodology:

* Traditional approach, critical change approach, event change approach or proprietary/ formalised approaches, for example PRINCE, AGILE.

Feasibility:

* Risk Management; identifying risk, impact analysis, risk management/planning, review cost-benefit and risk equation for projects. Consider other issues impacting on project e.g. issues of globalisation (advantages and disadvantages of cross-country/culture projects).

**2. Be able to design systems and plans for initiating and managing projects**

Team structures:

* Hierarchical, virtual, networked, functional team, pure project teams, matrix management.
* Change control: formal change requests, review of critical path, impact on resources and timelines.

Roles and responsibilities of project manager:

* Managing team and stakeholders, change management, project environment, understanding life cycle of projects, setting schedule, budget and timing, developing the project plan, managing project risks, interfaces with other projects, conflict resolution including role of project manager and sponsor, constructive vs. destructive conflicts, compromise, skill complementarities, goal congruence.

Project plan:

* Value proposition, sponsorship, accountability, deliverables, responsibilities, resource allocations, timeline, milestones, critical path project sub-division: work breakdown, identifying time scales, identifying resources, project budgeting, reporting and accountability.

Interpersonal and Communication Skills:

* Leadership, for example motivating others, delegation, and decision-making.
* Networking, for example network building, communication skills, teamwork, collaboration, mentoring.
* Communication for example negotiating, persuasion, assertive, listening skills, effective writing and oral skills.

**3. Understand how to monitor and control the progress of projects**

Issues and risks:

* Project creep, gaps in the scope or accountability of the project, changing dependencies (other projects, business conditions etc.), delays, planning errors, skills or other resource deficits.
* Financial constraints, lack of decision making, lack of ownership for the project, communication failures, ‘meaningless’ plan without buy-in, changes to project team, priority changes within the organisation.

Project monitoring:

* Status and plan documentation and regular monitoring meetings, performance management against targets, defining responsibilities and accountability, communications, traceability, audit trails, formalised frameworks and stages, contingency planning.

**4. Understand how to close and review the success of a project**

Project closeout:

* Formal evaluation of project and team performance, application of PERT, review of project process and outcomes, feedback from stakeholders, 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.