

## PROJECT MANAGEMENT

<b>Theme:</b>	Business Environment
<b>Assessment Weighting:</b>	50% Coursework 50% Examination

## INTRODUCTION

This module reflects the fact that project management competency is a generic skill-set combining business, behavioural and technical skills. The module builds on the basic project management skills developed in the *Enterprise Development* and *Research and Professional Skills* modules in Stage II and compliments the *Business Plan* module in Stage III.

## AIMS

The aims of this module are to:

- Examine the concept of the project management process and how it can be effectively utilised to the benefit of an organisation.
- Ensure students have the opportunity to demonstrate management skills that are required within an organisation.
- Develop the students' interpersonal and team building skills in order to assist them in their personal and professional development.
- Examine the various processes involved in managing projects, from their initiation, planning, implementation and closure.

## LEARNING OUTCOMES

On successful completion of this module, students should be able to:

- Critically evaluate the scope and definition of project management as a key business skill.
- Show a detailed knowledge of the components of a project plan.
- Appraise and evaluate organisational structures and their impact on project implementation.
- Formulate a high level project plan encompassing all the key management activities.
- Critically analyse the key issues in implementation and identify appropriate risk response strategies.

## **SYLLABUS**

### **Project Management – Introduction & Overview:**

- Terminology, History & Background, Current Perspective, Projects Vs Operations, Failure & Success Issues, PM Organisations

### **PM Body of Knowledge:**

- An overview of the core project management knowledge areas, Review of PM methodologies, Holistic review of best practice skill sets.

### **Project Initiation & Conceptualisation:**

- Strategic Management & Project Management, Systems Theory and Systems maps, Project Conceptualisation

### **Project Planning - Project Scheduling/Time Management:**

- Developing Schedules using the Master Project Plan, Scope Definition/Activity Definition, Activity Scheduling, Procedure Diagrams & Methodologies – CPM/PERT
- Overview of Resource Levelling

### **Project Planning - Project Budgeting/Costing:**

- Resource Planning, Estimating Techniques, Life Cycle Costings, Direct/indirect costs
- Cost and Schedule Integration

### **Project Management – Civil Engineering / Construction:**

- Engineering Project Lifecycles, Best Practices, Design, Procurement, Management of multi-disciplinary teams (including subcontractors)

### **Project Leadership & Communication:**

- Project Leadership, Managing Expectations, Communications Planning, Behavioural Skills

### **Risk Management:**

- Uncertainty and Risk Strategies, Risk Analysis, Qualitative and Quantitative Risk Management, Common Risk Templates

### **Contracting & Procurement:**

- Procurement Strategies, Contract Types, Risk & Procurement, Source Selection, Contract Administration, Key Contract Clauses, Contract Closures

### **Controlling & Closing Projects:**

Managing and Controlling Scope, Schedules & Costs, Quality Assurance and Controls, Risk Monitoring, Control Templates