LONDON CAPITAL COMPUTER COLLEGE

Diploma in Project Management (888) – Project Management Skills

Prerequisites: Knowledge of computing and management.	**Corequisites:** A pass or better at Diploma level.

Aim: The purpose of this course is to develop a systems perspective of leadership that can be used to successfully manage a project. Candidates 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 course 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 emphasizes 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 course 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 class tutorials using project management software.

Required Materials: Recommended Learning Resources.	**Supplementary Materials:** Lecture notes and tutor extra reading recommendations.

Special Requirements: The course requires the use of project management software

Intended Learning Outcomes:	**Assessment Criteria:**
1 Describe a project, project life cycle and project manager.	1.1 Discuss the importance of project management 1.2 Analyse today's project management's integrative approach 1.1 Analyse the importance of Project Management 1.2 Describe the process of integrating projects with the strategic plan and the process of managing actual projects.
2 Describe organisational strategy and project selection process. Illustrate why project managers need to understand the strategic management process.	2.1 Overview of the strategic management process 2.2 Describe strategic management process activities 2.3 Analyse the need for an effective portfolio management system 2.1 Analyse the strategic management process and its activities 2.2 Define project portfolio management system 2.3 Describe the process of applying a selection model
3 Understand the importance of good communication on projects and describe the major components of a communications management plan	3.1 Discuss the elements of project communications planning, including information distribution, performance reporting, and administrative closure 3.2 Discuss various methods for project information distribution and the advantages and disadvantages of each 3.3 Define individual communication needs and how to determine the number of communications channels needed for a project 3.4 Describe how the main outputs of performance reporting help stakeholders stay informed about project resources 3.5 Distinguish how the main outputs of administrative closure are used to formally end a

			project
		3.6	Describe various methods for improving project communications, such as managing conflicts, running effective meetings, using e-mail effectively, and using templates
		3.7	Describe how software can enhance project communications
		4.1	Analyse the process of defining the project scope
		4.2	Be able to establish project priorities
		4.3	Discuss the process of creating the Work Breakdown Structure (WBS)
		4.4	Describe how to integrate the WBS
4	Define a project scope.		
		5.1	Describe the factors influencing the quality of estimates
		5.2	Analyse the estimating guidelines for times, costs and resources
		5.3	Compare and contrast top-down and bottom-up estimates
5	Describe how project time and cost estimates are gathered.	5.4	Analyse the methods for estimating project times and costs
		6.1	Describe how to construct a project network
		6.2	Analyse activity-on-node fundamentals
		6.3	Describe network computation process
		7.1	Overview of the resource scheduling problem
		7.2	Analyse the types of resource constraints
6	Describe the process of developing a project plan.	7.3	Be able to use computers to demonstrate resource-constrained scheduling
		7.4	Analyse the different types of project constraints.
		7.5	Analyse resource allocation methods
7	Discuss why usage and availability of resources are major problems for project managers.	7.6	Identify the advantages and disadvantages of scheduling resources
		8.1	Analyse rationale for reducing project duration
		8.2	Discuss the options for accelerating project completion
		8.3	Be able to construct project cost-duration graph
		8.4	Be able to construct a project cost-time graph
		9.1	Compare and contrast managing vs leading projects
8	Describe the need for reducing project duration	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	Analyse the qualities of an effective project manager. Describe how to manage project teams	9.8	Describe characteristics of high-performance teams
		9.9	Analyse how to conduct project meetings
		9.10	Describe how to manage conflicts
		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 Define outsourcing. Describe the advantages and disadvantages	11.1 Define a structure of a project monitoring information system
	11.2 Describe project management control process
	11.3 Describe the tools for monitoring time performance
	11.4 Be able to develop an earned value cost/schedule system
	11.5 Describe the indexes to monitor progress
11 Describe how to monitor progress and time performance.	12.1 Describe the process of conducting project audit
	12.2 Describe the tasks of a project audit
	12.3 Analyse project audit components
	12.4 Describe barriers to project success
	13.1 Describe advantages and disadvantages of international assignments
	13.2 Discuss environmental factors affecting international projects
12 Define project audit	13.3 Discuss cross cultural considerations
13 Analyse issues in managing international projects	

Recommended Learning Resources: Project Management

Text Books	• 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
Study Manuals	BCE produced study packs
CD ROM	Power-point slides
Software	None