

Unit 42: Project Management for Business

Unit code: H/601/1036

QCF level: 5

Credit value: 15 credits

Aim

The aim of this unit is to provide the learner with understanding and skills relating to project management principles, methodologies, tools and techniques that are used in business.

Unit abstract

Learners will develop an understanding of what constitutes a project and the role of a project manager. They will develop the skills needed to plan the activities required to carry out the project, including how to set up a project, how to control and execute a project, and how to carry out project reviews. Learners will also understand how the project fits into the business or other organisational environment. Organisational and human resource factors are also included.

Learning outcomes

On successful completion of this unit a learner will:

- 1 Understand project management principles
- 2 Be able to manage a project's human resources
- 3 Be able to apply project processes and procedures.

Unit content

1 Understand project management principles

Project management: principles; role of the project manager eg management of change, understanding of project management system elements and their integration, management of multiple projects; project environment and the impact of external influences on projects; identification of the major project phases and why they are required; an understanding of the work in each phase; the nature of work in the lifecycles of projects in various industries

Success/failure criteria: the need to meet operational, time and cost criteria, and to define and measure success eg develop the project scope, product breakdown structure (PBS), work breakdown structure (WBS), project execution strategy and the role of the project team; consideration of investment appraisal eg use of discount cash flow (DCF) and net present value (NPV); benefit analysis and viability of projects; determine success/failure criteria, preparation of project definition report, acceptance tests

Project management systems: procedures and processes; knowledge of project information support (IS) systems; how to integrate human and material resources to achieve successful projects

Terminating the project: audit trails; punch lists; close-out reports and post-project appraisals; comparison of project outcome with business objectives

2 Be able to manage a project's human resources

Organisational structure: functional, project and matrix organisational structures eg consideration of cultural and environmental influences; organisational evolution during the project lifecycle; job descriptions and key roles eg the project sponsor, champion, manager, integrators; other participants eg the project owner, user, supporters, stakeholders

Control and co-ordination: the need for monitoring and control eg preparation of project plans, planning, scheduling and resourcing techniques; use of work breakdown structure to develop monitoring and control systems; monitoring performance and progress measurement against established targets and plans; project reporting; change control procedures

Leadership requirements: stages of team development eg Belbin's team roles, motivation and the need for team building; project leadership styles and attributes; delegation of work and responsibility; techniques for dealing with conflict; negotiation skills

Human resources and requirements: calculation, specification and optimisation of human resource requirements; job descriptions

3 Be able to apply project processes and procedures

Project management plans: the why, what, how, when, where and by whom of project management eg contract terms, document distribution schedules, procurement, establishing the baseline for the project

Project organisation: the product breakdown structure (PBS) and the work breakdown structure (WBS), project execution strategy and the organisation breakdown structure (OBS) eg preparation of organisation charts, task responsibility matrix, statement of work (SOW) for project tasks

Scheduling techniques: relationship between schedules, OBS and WBS, bar charts, milestone schedules, network techniques, resourcing techniques, computer-based scheduling and resourcing packages, project progress measurement and reporting techniques, staff-hours earned value and progress 'S' curves, critical path analysis and reporting, milestone trending

Cost control: cost breakdown structure eg types of project estimate, resources needed, estimating techniques, estimating accuracy, contingency and estimation, bid estimates, whole-life cost estimates, sources of information, cost information sensitivity, computer-based estimating

Techniques: allocation of budgets to packages of work, committed costs, actual costs, cash flow, contingency management

Performance: cost performance analysis eg budgeted cost for work scheduled (BCWS) budgeted cost for work performed (BCWP); concept of earned value, actual cost of work performed (ACWP), cost performance indicators

Change control: the need for formal control of changes eg impact of changes on the project, principles of change control and configuration management; changes to scope, specification, cost or schedule; change reviews and authorisation, the formation of project teams, project initiation and start-up procedures

Learning outcomes and assessment criteria

Learning outcomes On successful completion of this unit a learner will:	Assessment criteria for pass The learner can:
LO1 Understand project management principles	1.1 describe the background and principles of project management 1.2 appraise the viability of projects, developing success/failure criteria 1.3 explain the principles behind project management systems and procedures 1.4 explain the key elements involved in terminating projects and conducting post-project appraisals
LO2 Be able to manage a project's human resources	2.1 identify the most appropriate organisational structure, roles and responsibilities of participants within a project 2.2 control and co-ordinate a project 2.3 assess project leadership requirements and qualities 2.4 plan and specify human resources and requirements for a project
LO3 Be able to apply project processes and procedures	3.1 prepare project plans and establish the project organisation 3.2 apply project scheduling, estimating and cost control techniques 3.3 analyse the methods used to measure project performance 3.4 explain project change control procedures evaluate the completed project.

Guidance

Links

This unit could be studied in parallel with, and complement, all the units in the specification, in particular, *Unit 8: Research Project*. It also has links to the Management and Leadership NOS.

Essential requirements

Appropriate software packages must be used to demonstrate project control and reporting techniques. Packages include:

- time and cost scheduling packages
- documentation and procurement control packages
- spreadsheet packages
- graphic presentation packages.

Other packages for items such as risk analysis, project accounting and procurement control must be used to illustrate particular techniques in specific industries.

Access to real project data in electronic spreadsheet form is also necessary.

