

Module 20

6.20.1. Project Management

Module title		Introduction to Project Management								
Module NFQ level (only if an NFQ level can be demonstrated)		8								
Module number/reference		BS20								
Parent programme(s)		Bachelor of Arts (Honours) in Business Studies								
Stage of parent programme		Stage 4								
Semester (semester1/semester2 if applicable)		Semester 2								
Module credit units		ECTS								
Module credit number of units		10								
Duration of the module		One Academic Semester, 12 Weeks Teaching.								
Average (over the duration of the module) of the contact hours per week		6								
Analysis of required learning effort										
Effort while in contact with staff										
Classroom and demonstrations		Mentoring and small-group tutoring		Other (specify)		Directed e-learning (hours)	Independent learning (hours)	Other hours (specify)	Work-based learning hours of learning effort	Total effort (hours)
Hours	Minimum ratio teacher/learner	Hours	Minimum ratio teacher/learner	Hours	Minimum ratio teacher/learner					
48	1:40	24	1:20				178			250
Allocation of marks (within the module)										
				Continuous assessment	Supervised project	Proctored practical examination	Proctored written examination	Total		
Percentage contribution				60%			40%	100%		

Minimum intended module learning outcomes

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

- MIMLO 20.1** Explain the basics of project management and the constituent stages of the project life cycle.
- MIMLO 20.2** Describe the fundamentals of project, portfolio, and programme management, as well as a range of PM tools and techniques.
- MIMLO 20.3** Demonstrate a critical awareness of contemporary issues in project management and compare and contrast popular approaches to organising and completing project activities.
- MIMLO 20.4** Enumerate the phases of the project management lifecycle, and their interrelationships.
- MIMLO 20.5** Conceptualise, plan and deliver a collaborative oral presentation on the fundamentals of project management.
- MIMLO 20.6** Demonstrate conversance with the key concepts and principles of lean (six sigma) project management and the lean organisation.

Indicative Syllabus:

Project Management Principles

Project management: principles of projects, project management and the role of the project manager, eg. management of change, understanding 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 of 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 cashflow (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 sources 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.

Organisation and People

Organisational Structure: functional, project and matrix organisational structures eg. consideration of cultural and environmental influences, organisational evolution during the project life cycle; job descriptions and key roles, eg. project sponsor, champion, manager, integrators, other participants eg. 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 resource and requirements: calculation, specification and optimisation of human resource requirements, job descriptions.

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. project control of changes, 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.

Reading lists and other information resources

Title	Author	Publisher	Year
Essential:			
Project Management 9 th Edition	Lock, D.	Gower Publishing	2007
Project Management and Teamwork 3 rd Edition	Smith, K	McGraw Hill	2005
Business Process Change, A Guide for Business Managers of BPM and Six Sigma Professionals 2 nd Edition	Harmon, P.	Morgan Kauffman	2007