



PD15

Project Management

Standards

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Project Management

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Project Management

Unit purpose and aim

The aim of this option unit is to provide candidates with the knowledge required to assess feasibility, design, plan, implement, undertake, manage, record and make final assessment of projects carried out in a controlled environment. Such projects are aimed at improving and/or changing whatever processes, procedures, initiatives or strategies have been identified as having the potential to bring about added improvements and efficiencies within the overall framework of an organisation's business strategy.

The unit deals with projects and the elements of project management, including reviews using a methodology that has been used to bring about successful project management and outcomes for many years. The methodology and content of this unit are based upon what has been approved by the Association of Project Management (APM) as sufficient to meet the requirements and professional standards of a person nominated to act in the role of Project Practitioner.

The key issues involved in properly assessing what needs to be changed, how it needs to be changed and change managed, to ensure controlled outcomes whilst capturing relevant information to avoid costly repetitive processes, are fundamental elements of both this unit and objective project management. These elements are deployed throughout many of the most effective and efficient supply chains today. Project management methodology is generic in nature enabling the principles outlined and explained to be applied to, and to support, projects from all disciplines and any project activity that may arise from study of any of the other Professional Diploma units.

Elements

- PD15-1** Project Structure, Processes, Organisation and Programmes
- PD15-2** Project Start-up, Initiation, Planning, Stages and Stage Planning
- PD15-3** Project Direction, Control, Stage Control, Stage Boundaries and Risk Management
- PD15-4** Project Change Control, Configuration, Product Delivery, Quality, Project Closure

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Element PD15-1

Project Structure, Processes, Organisation and Programmes

Learning Outcomes

The learner will:

1.1. Understand the core project standards and characteristics within the business and commercial context.

1.2. Understand the various controlled project styles, approaches, triggers, products and processes.

1.3. Understand the factors comprising a successful project organisation.

1.4. Understand the circumstances that bring about the need for project programme management and how project programmes can be managed effectively.

Assessment Criteria

The learner can:

1.1.1. Define a project's characteristics and environment.

1.2.1. Define the processes and activities that comprise a project.

1.3.1. Select a typical project organisational structure.

1.4.1. Define an appropriate structure for project programme management.

Indicative Content

Project Characteristics	Project Deliverables related to time, budget, quality, progress and sequence, etc. The Project Environment. Project Characteristics.
Project styles, approaches and processes	Required Project Process Styles. A Process Approach. Project Triggers and Products. Typical Project Processes.
Project organisational structure	The typical business interests represented within a Project Structure. Whole Organisational Structure. Project Board Structure and Tasks. Project Management Responsibilities, Accountabilities and Tasks.
Project programmes	The Structure for the Management of Project Programmes. Design Authority. Possible Disadvantages of Project Programmes.

Element PD15-2

Project Start-up, Initiation, Planning, Stages and Stage Planning

Learning Outcomes

The learner will:

2.1. Understand the process of project start-up and the components of a project's terms of reference (TOR).

2.2. Understand the various tools used to initiate, plan, control and monitor project progress.

2.3. Know the typical methods and steps involved in project planning and flow.

2.4. Understand the processes, activities and dependencies within a project.

2.5. Understand the risks associated with projects and the action to be taken.

Assessment Criteria

The learner can:

2.1.1. Define the processes involved within project start-up, terms of reference and effective project management.

2.1.2. Plan and prepare a project brief.

2.1.3. Appoint an appropriate project management team.

2.2.1. Define the tools needed to plan, control and monitor a given project.

2.3.1. Define the methods and steps involved in the planning and flow of a given project.

2.4.1. Define the planning sequences, processes, activities and dependencies of a given project.

2.5.1. Implement a project risk analysis.

Indicative Content

Project Start-Up, TOR, and Appointments	Processes and Sub-Processes. Project Mandate and Components. TOR and Components. Appointments and Project Team Design. Planning Initiation.
Project Tools and Techniques	Project Plans and Products. Project Implementation Document (PID). Planning quality. Business Case and Risks. Project Controls, Activities, Files and Logs.
Project Planning, Sequences and Processes	Product Based Approach to Planning. Types of Products. Planning Sequences and Processes.
Processes, Activities and Dependencies	Team and Stage Plans. Planning Levels. Stage Planning and Processes.
Risk Management	Analysis of Risk. Modification of Project Activity.

Element PD15-3

Project Direction, Control, Stage Control, Stage Boundaries and Risk Management

Learning Outcomes

The learner will:

3.1. Understand the scope of responsibility and associated tasks when directing a project.

3.2. Know the procedures to be followed to maintain quality standards within a project.

3.3. Understand what needs to be controlled and monitored during the life of a project.

3.4. Understand project assessment and monitoring techniques.

3.5. Know how to manage the stages of a project and maintain stage criteria.

3.6. Understand the techniques used to analyse project risk and the actions aimed at risk minimisation.

Assessment Criteria

The learner can:

3.1.1. Define the processes and issues that arise when directing a given project.

3.2.1. Define authorisation and acceptance procedures and their associated inputs and outputs for a given project.

3.3.1. Define the processes that need to be controlled and monitored during the life of a given project.

3.4.1. Identify the risk triggers, progress, tolerances and need for re-evaluation of a given project.

3.5.1. Define the stage control, stage boundaries, boundary control and reports for a given project.

3.6.1. Analyse the risks associated with a given project and implement risk minimisation techniques.

Indicative Content

Directing a Project	Methods of directing a project and what to consider. Authorisation and Acceptance Techniques. Directional Activities related to Project Inputs and Outputs.
Project Control and Monitoring	The Control Cycle and purpose of Control. Levels of Control. Monitoring Criteria. Monitoring Techniques.
Re-evaluation, Triggers, Controlled Progress and Tolerances	Benefit Measurement. Timely assessment to minimise potential. Project issues. Ensuring organised, sequential and effective Project control. Project exceptions and tolerances.
Stages and Reports	Stage control and sub-processes. Progress reporting and change requests. Stage control activities and corrective actions. Stage boundaries and boundary control and reports.
Risk, Risk Analysis and Evaluation	Risk Definition. Types of Risk. Risk Probability and Evaluation. Risk Minimisation Techniques.

Element PD15-4

Project Change Control, Configuration, Product Delivery, Quality, Project Closure

Learning Outcomes

The learner will:

4.1. Understand project control and configuration management techniques.

4.2. Understand product and work package delivery and their associated activities.

4.3. Know how to deliver effective project quality management.

4.4. Understand the process of project closure.

Assessment Criteria

The learner can:

4.1.1. Identify and implement appropriate change control techniques.

4.1.2. Implement effective configuration management.

4.2.1. Define the processes and activities needed to ensure project product delivery.

4.3.1. Implement effective quality management for a given project.

4.4.1. Implement an effective process of closure for a given project.

Indicative Content

Project Change Control and Configuration

Project control and poor control issues. Configuration management, documents, accounting, logs and plans.

Project Product Delivery

Product delivery activities and processes. Delivering a work package.

Project Quality

Project quality management and components. Quality systems, assurance, planning, control and hierarchy. Quality reviews and follow-up actions.

Project Closure

Project closure aims and processes. End project reports. Project de-commissioning. Project evaluation.