**Modular Project Management course, comprising 4 x 3hr sessions**

**Session 1**

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| **Key Objectives of Session** | **Detailed content of the Session** | **Min** |
| **Introduction** | Introduce programme overview of the project outlining what will be covered; ensure that participants identify their personal projects with objectives and expectations. | 30 |
| **Understand the nature and characteristics of project management.** | What is a Project?* Defining what is meant by project working and how it differs from everyday activities.
* Understanding why projects fail – and what to watch out for!
 | 30 |
| **Understand the importance of having clear aims and objectives for the project** | * How to clearly define a project: the acid tests!
* Setting and agreeing objectives, scope and constraints
* Understand the need to balance between the forces of Cost, Time and Performance when defining project objectives
* Recognising the need for project governance including RACI analysis of project roles.
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| **Understand that a project progresses through a number of defined phases during its life cycle.** | * Determining a structured approach to managing projects - the project life cycle.
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| **Undertake a Stakeholder analysis exercise** | * The role of the project Sponsor, Project manager and other key stakeholders
* The importance of evaluating the role played by the various stakeholders in the project process.
* Effective management of Stakeholders.
 | 80 |

**Session 2**

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| **Key Objectives of Session** | **Detailed content of the Session** | **Min** |
| **Initial discussion** | Reflection of Session 1 and presentation of work done on projects to date. |  |
| **Understand the importance of selecting the best project option.** | * How to make time and cost estimates more credible and realistic
* Defining and delivering against agreed quality expectations
 | 45 |
| **Understand the process of Project planning: part 1** | Planning a Project - Part 1* Risk management tools and techniques available to avoid surprises: including Failure Mode and Effect Analysis (F.M.E.A.).
* How risk management techniques help provide a better definition of detailed project objectives.
* How the efficiency of the project process can be improved by developing an effective Work Breakdown Structure.
* How these techniques provide a basis for monitoring and controlling work done within the project.
 | 90 |
| **Understand the role of the Project Manager and the Project team.** | * Discuss characteristics and attributes of a successful Project manager
* Appreciate the importance of team working within the project
* Appreciate the importance of building a balanced Project team.
* Understand the dynamics involved in building a successful project team.
 | 45 |

**Session 3**

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| **Key Objectives of Session** | **Detailed content of the Session** | **Min** |
| **Initial discussion** | Reflection of Session 2 and presentation of work done on projects to date. |  |
| Understand the process of Project planning: part 2 | Planning a Project: Part 2* Exploring the key tools and techniques used in planning a project including, Gantt Charts, Network Diagrams and Critical Path Analysis
* Formulating budgets for each element of the Work Breakdown structure.
* Scheduling techniques to maximise limited resources
* How to make time and cost estimates more credible and realistic.
* Understanding what training requirements will be associated with the project.
 | 120 |
| Techniques for Project progress review. | Implementing a Project * How to monitor, track and control activities.
* Determining the key project documentation and data display methods required.
* Implementing corrective actions to ensure the project remains on track.
* How to communicate the status of a project more effectively.
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**Session 4**

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| **Key Objectives of Session** | **Detailed content of the Session** | **Min** |
| **Initial discussion** | Reflection of Session 3 and presentation of work done on projects to date. |  |
| **Understand the need for change control systems** | * What impact will changes have on the project? How do we manage this?
* Recognise the need for a change management process and version control in a project
 | 30 |
| **Understand the importance of Closing and Reviewing a Project**  | * Understanding the need for a controlled close to a project
* Measuring what actually happened against the project plan.
* Techniques for Post-project appraisal.
* Learning lessons - both positive and negative
* Closing down and moving on
 | 60 |
| **Review the objectives of the course** | * Participants will be required to outline how they have applied the techniques taught during the course to a project management scenario.
 | 60 |