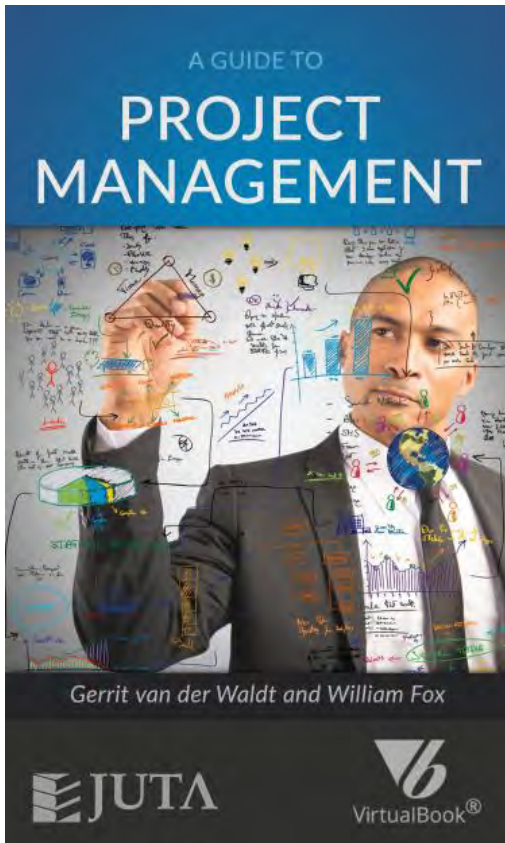


## Introduction to Project Management

Simply Effective project management adds real value to organisations as it delivers products and services on time, within budget and according to the quality specifications of the client.



This **self-study VirtualBook** will guide you through the concepts, life-cycle phases, knowledge domains and international best practice associated with the effective planning and implementation of projects. You will learn about the tools and techniques of project management and the context in which projects are typically executed such as organisational arrangements, project-governance structures and the use of technology in projects.

This **interactive VirtualBook** is based on the textbook, *A Guide to Project Management* (2<sup>nd</sup> edition) and the *Project Management Workbook*, both published by Juta.

The program includes self-assessment questions and exercises and case studies. These activities have been developed to imitate real-life projects found within public and private-sector settings and they will ensure that students are able to apply their learning in the workplace.

### Target market

This self-study program is aimed at students and at people in the workplace who are starting out in project management or who wish to improve their project management skills.

Ideally you should have Matric / Grade 12 equivalent and be proficient in English and Computer Literacy.

### The VirtualBook® includes

- Learning objectives
- Diagrams, tables and project management checklists and templates
- Module summaries
- Self-assessment questions
- Online assessments
- Certificate of completion

### Outcomes

- Understand different project management concepts and definitions
- Identify common features of Project Management
- Understand the tools, techniques, global trends and international standards for project management
- Understand the project management life cycle
- Design a project life-cycle checklist
- Identify common project planning tools and techniques
- Use a Work Breakdown Structure (WBS) and design a Gantt chart
- Understand different types of project plans and typical steps in the project planning process.
- Design a project risk matrix
- Understand how organisational arrangements and project governance influence project practices and methodology
- Understand the significance of Project Management as a specialised management field
- Understand the contribution and ten knowledge domains of PMBOK™
- Understand types of project management systems and software
- Use project documentation to facilitate the project management process.

### About the authors

Gerrit van der Waldt is an established researcher in a number of related subfields within Public Management and Governance. He presents various management capacity-building programmes for the Public Service in areas such as Programme and Project Management. He currently serves as a Research Professor of Governance at North-West University (Potchefstroom Campus).

William Fox is a retired professor of Stellenbosch University and an honorary professor in the faculty of Business at the Cape Peninsula University of Technology. He has taught at various South African universities and gained wide experience as a manager in the public and private sectors.

## VirtualBook® modules

### Module 1: ESSENTIALS OF PROJECT MANAGEMENT

- Introduction
- Clarifying project and project management concepts: Components of projects, Project management's triple constraint
- Differences between organisational processes and projects
- Difference between programmes and projects
- Types of projects: Uniqueness of public sector projects
- Benefits of project management applications
- Project management: reasons for failures and key success factors
- Project management processes: Initiation, Planning, Implementation, Control, Termination
- Origins of project management as management application, discipline and profession
- Models for the study and application of projects: Maturity models, Project life-cycle models
- Global trends and international standards for project management
- Project-based management: A strategic systems perspective of projects
- Conclusion

### Module 2: PROJECT MANAGEMENT LIFE-CYCLE

- Project life-cycle phases
- Initiation phase: Project specifications, Project feasibility, Stakeholders
- Planning
- Execution
- Monitoring, controlling and evaluation phase
- Termination
- Management checklist for the project life-cycle
- Project impact assessments: Environmental impact assessments
- Conclusion

### Module 3: PROJECT PLANNING

- Introduction
- Planning within the life-cycle
- Project planning tools and techniques: Work Breakdown Structure (WBS), Gantt charts, Network diagrams and Critical Path Method (CPM), Program Evaluation and Review Technique (PERT)
- Types of project planning: Risk management plan (RMP), Quality management plan (QMP), Communication management plan, Cost management plan (CMP), Procurement plan, Human resource management plan (HRMP)
- Detailed steps to be taken during planning: Determining the purpose, Project scoping, Identifying project activities, Estimating duration and sequencing, Assigning resources, Planning the budget, Documenting the plan
- Conclusion

### Module 4: ORGANISATIONAL ARRANGEMENTS AND PROJECT GOVERNANCE

- Introduction
- Project-based organisational structures and arrangements: Organisation/project interfaces, Benefits of a project-based approach
- Challenges and considerations in organisational arrangements: Organisation structure and chart, Organisational cultures and style, Fear of control or loss of control, Lack of senior management commitment, Success criteria and measurement, Lack of knowledge and skills
- Establishing project management offices (PMOs): Typical responsibilities of a project management office (PMO): The implementation of a project management office (PMO)
- Project governance: Project steering committees, Project sponsor or project director, Terminating or absorbing project governance
- Project outsourcing and contractual arrangements: Tender specifications, Service level agreements (SLAs), Contract management, Public-private partnerships (PPPs)
- Conclusion

### Module 5: PROJECT MANAGEMENT KNOWLEDGE AREAS

- Introduction
- The project management body of knowledge: Project Risk Management, Project Quality Management, Project Communication Management, Project Stakeholder Management, Project Integration Management, Project Scope Management, Project Human Resources Management, Project Cost Management, Project Time Management, Project Procurement Management
- Project leadership
- Conclusion

### Module 6: APPLIED TECHNOLOGY AND PROJECT DOCUMENTATION

- Introduction
- Managing knowledge in projects: Knowledge management principles
- Projects as learning systems
- Information management practices and considerations: Key considerations
- Information technology and projects: Web-enabled project management
- Project management computerised systems and software applications: Project management information systems (PMISs), Software applications
- Project documentation: Project business plan, Business case or project proposal, Project brief, Project plan (PP), Risk Assessment Matrix and risk log or register, Lessons learned report
- Conclusion