**Scheme of Work**

**COURSE:** ABE Level 6 Advanced Project Management

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| **Element, learning Outcome and assessment criteria** | **Session title** | **Topics covered** | **Approx.**  **Duration** | **Session Plan** | **Resource** | **Formative Activity** |
| Element 1  LO1  1.1 | Project and programme management, staffing and contraction options | Difference between project and programme management  Project staffing and resourcing  Staffing in house vs. external contracting  Contracting strategies | 3-3.5 HOURS | 6UAPM Session Plan E1 - Session 1 | 6UAPM Tutor Presentation E1 | **6UAPM E1 LO1 Activity 1 –** Project Management  **6UAPM E1 LO1 Activity 2 –** Your organisation  **6UAPM E1 LO1 Activity 3 –** Project staffing & resourcing  **6UAPM E1 LO1 Activity 4 –** Staffing inhouse vs. external  **6UAPM E1 LO1 Activity 5 –** Advantages/disadvantages of contracts |
| Element 1  LO1  1.2 | Organisational structure and project management performance | Different types of organisational structure  Functional structure  Project structure  Matrix structure  Organisational structures and project management, including advantages and disadvantages | 3-3.5 HOURS | 6UAPM Session Plan E1 - Session 2 | 6UAPM Tutor Presentation E1 | **6UAPM E1 LO1 Activity 6 –** Organisational structure  **6UAPM E1 LO1 Activity 7 –** Functional structure  **6UAPM E1 LO1 Activity 8 –** Project structure  **6UAPM E1 LO1 Activity 9 –** Mixed structure  **6UAPM E1 LO1 Activity 10 –** Advantages/disadvantages of Organisational structure |
| Element 1  LO1  1.3 | External and competitive environment and project management | Evaluation of the external environment  PESTLE analysis  Project management triangle | 3-3.5 HOURS | 6UAPM Session Plan E1 - Session 3 | 6UAPM Tutor Presentation E1 | **6UAPM E1 LO1 Activity 11 –** Why must you monitor your competition?  **6UAPM E1 LO1 Activity 12 –** Pestle analysis  **6UAPM E1 LO1 Activity 13 –** Project management triangle |
| Element 1  LO1  1.4 | Corporate business strategy and project management | Business strategy  MOST analysis  SWOT analysis  Strategic fit of a project | 3-3.5 HOURS | 6UAPM Session Plan E1 - Session 4 | 6UAPM Tutor Presentation E1 | **6UAPM E1 LO1 Activity 14 –** Strategy vs. Business strategy  **6UAPM E1 LO1 Activity 15 –** Business strategy  **6UAPM E1 LO1 Activity 16 –** MOST analysis  **6UAPM E1 LO1 Activity 17 –** Mission statement  **6UAPM E1 LO1 Activity 18 –** SWOT analysis  **6UAPM E1 LO1 Activity 19 –** Project fit |

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| Element 2  LO2  2.1 | Leadership theories and their application in project management | Leadership theories  Leadership vs management  Selected theories and their application in project management  Hawthorne theory  Theory X and Y  Managerial Grid theory  Contingency model  Tannenbaum & Schmidt graph  What makes a great project leader | 4-5 HOURS | 6UAPM Session Plan E2 - Session 1 | 6UAPM Tutor Presentation E2 | **6UAPM E2 LO2 Activity 1 –** Leadership theories  **6UAPM E2 LO2 Activity 2 –** Leadership styles applied  **6UAPM E2 LO2 Activity 3 –** Leadership vs. Management  **6UAPM E2 LO2 Activity 4 –** The Hawthorne theory  **6UAPM E2 LO2 Activity 5 –** The X and Y project management  **6UAPM E2 LO2 Activity 6 –** The managerial grid theory  **6UAPM E2 LO2 Activity 7 –** The contingency model  **6UAPM E2 LO2 Activity 8 –** The Tannenbaum and Schmidt graph  **6UAPM E2 LO2 Activity 9 –** What makes a great project leader? |
| Element 2  LO2  2.2 | Teamwork and successful project management | Role of teamwork in project management  Selected teamwork theories and project management  Key success factors for project team performance  Leading and managing virtual project teams | 3-4 HOURS | 6UAPM Session Plan E2 - Session 2 | 6UAPM Tutor Presentation E2 | **6UAPM E2 LO2 Activity 10 –** Team work in project management  **6UAPM E2 LO2 Activity 11 –** Belbin theory  **6UAPM E2 LO2 Activity 12 –** Case study review  **6UAPM E2 LO2 Activity 13 –** Virtual team leader requirements |
| Element 2  LO2  2.3 | Communication methods and effective project management | Communication methods  New communication technology  Modes of communication  Communication plan | 2-3 HOURS | 6UAPM Session Plan E2 - Session 3 | 6UAPM Tutor Presentation E2 | **6UAPM E2 LO2 Activity 14 –** Asynchronous/synchronous communication  **6UAPM E2 LO2 Activity 15 –** Advantages/disadvantages of communication modes |
| Element 2  LO2  2.4 | Principles of knowledge management and organisational learning in projects | Project lessons – learned checklist  The Learning Organisation: Senge’s 5 dimensions | 2-3 HOURS | 6UAPM Session Plan E2 - Session 4 | 6UAPM Tutor Presentation E2 | **6UAPM E2 LO2 Activity 16 –** Project Lesson-Learned  **6UAPM E2 LO2 Activity 17 –** Senge’s 5 dimensions |

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| Element 3  LO3  3.1 | Business case development for a project | Structure of programmes and projects  Develop a project business case  Review a project business case | 2-3 HOURS | 6UAPM Session Plan E3 - Session 1 | 6UAPM Tutor Presentation E3 | **6UAPM E3 LO3 Activity 1 –** Roles and responsibilities  **6UAPM E3 LO3 Activity 2 –T**he business case  **6UAPM E3 LO3 Activity 3 –** Constructing the business case |
| Element 3  LO3  3.2 | Management of resources and budget | Identifying and planning resources  Creating and managing the budget | 2-3 HOURS | 6UAPM Session Plan E3 - Session 2 | 6UAPM Tutor Presentation E3 | **6UAPM E3 LO3 Activity 4 –** Types of project resources  **6UAPM E3 LO3 Activity 5 –** The project budget |
| Element 3  LO3  3.3 | Risk identification and management | Risk identification  Risk factors and groups  Dealing with negative risks | 2-3 HOURS | 6UAPM Session Plan E3 - Session 3 | 6UAPM Tutor Presentation E3 | **6UAPM E3 LO3 Activity 6 –** Risk identification  **6UAPM E3 LO3 Activity 7 –** Risk factors  **6UAPM E3 LO3 Activity 8 –** Risk management |
| Element 3  LO3  3.4 | Monitoring of project and programme performance | Project plan  Qualitative vs quantitative KPI’s | 2-3 HOURS | 6UAPM Session Plan E3 - Session 4 | 6UAPM Tutor Presentation E3 | **6UAPM E3 LO3 Activity 9 –** Project plan  **6UAPM E3 LO3 Activity 10 –** Qualitative vs. quantitative KPI’s |
| Element 3  LO3  3.5 | Meaning of benefits realisation | Business programme goals  Tangible vs. intangible benefits  Benefits management and linkages | 3 HOURS | 6UAPM Session Plan E3 - Session 5 | 6UAPM Tutor Presentation E3 | **6UAPM E3 LO3 Activity 11 –** Goals  **6UAPM E3 LO3 Activity 12 –** Tangible vs. intangible benefits  **6UAPM E3 LO3 Activity 13 –** Project benefits |

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| Element 4  LO4  4.1 | The role of partnerships in project management | Reasons to form a project partnership  Partnership forms and set up | 3 HOURS | 6UAPM Session Plan E4 - Session 1 | 6UAPM Tutor Presentation E4 | **6UAPM E4 LO4 Activity 1 –** Partnerships  **6UAPM E4 LO4 Activity 2 –** Forms & set up |
| Element 4  LO4  4.2 | Characteristics of an effective project partnership | Elements of a successful partnership  Barriers and issues in project partnerships | 3 HOURS | 6UAPM Session Plan E4 - Session 2 | 6UAPM Tutor Presentation E4 | **6UAPM E4 LO4 Activity 3 –** Successful partnerships  **6UAPM E4 LO4 Activity 4 –** Successful partnerships (2)  **6UAPM E4 LO4 Activity 5 –** Successful partnerships applied  **6UAPM E4 LO4 Activity 6 –** Barriers & issues |
| Element 4  LO4  4.3 | Management of project partnerships | Conflicts and resolutions in partnerships  Kilmann’s 5 methods of dealing with conflict  Partnership phases  Ending business partnership | 3 HOURS | 6UAPM Session Plan E4 - Session 3 | 6UAPM Tutor Presentation E4 | **6UAPM E4 LO4 Activity 7 –** Thomas-Kilmann model  **6UAPM E4 LO4 Activity 8 –** Need vs. purpose  **6UAPM E4 LO4 Activity 9 –** Phases of partnerships |
| Summary |  | Summary of the module  Assignment  Referencing | 1-2 HOURS | 6UAPM Session Plan E4 - Session 4 | 6UAPM Tutor Presentation E4 | **6UAPM E4 LO4 Activity 10 –** Summary Quiz |