**Scheme of Work**

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

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Element, learning Outcome and assessment criteria** | **Session title** | **Topics covered** | **Approx.****Duration** | **Session Plan** | **Resource** | **Formative Activity** |
| Element 1LO1 1.1 | Project and programme management, staffing and contraction options | Difference between project and programme managementProject staffing and resourcingStaffing in house vs. external contractingContracting 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 1LO11.2 | Organisational structure and project management performance | Different types of organisational structureFunctional structureProject structureMatrix structureOrganisational 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 1LO11.3 | External and competitive environment and project management | Evaluation of the external environmentPESTLE analysisProject 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 1LO11.4 | Corporate business strategy and project management | Business strategyMOST analysisSWOT analysisStrategic 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 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Element, learning Outcome and assessment criteria | Session title | Topics covered | Approx.Duration | Session Plan | Resource | **Formative Activity** |
| Element 2LO22.1 | Leadership theories and their application in project management | Leadership theoriesLeadership vs managementSelected theories and their application in project managementHawthorne theoryTheory X and YManagerial Grid theoryContingency modelTannenbaum & Schmidt graphWhat 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 2LO22.2 | Teamwork and successful project management | Role of teamwork in project managementSelected teamwork theories and project managementKey success factors for project team performanceLeading 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 2LO22.3 | Communication methods and effective project management | Communication methodsNew communication technologyModes 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 2LO22.4 | Principles of knowledge management and organisational learning in projects | Project lessons – learned checklistThe 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 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Element, learning Outcome and assessment criteria** | **Session title** | **Topics covered** | **Approx.****Duration** | **Session Plan** | **Resource** | **Formative Activity** |
| Element 3LO33.1 | Business case development for a project | Structure of programmes and projectsDevelop a project business caseReview 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 3LO33.2 | Management of resources and budget | Identifying and planning resourcesCreating 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 3LO33.3 | Risk identification and management | Risk identificationRisk factors and groupsDealing 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 3LO33.4 | Monitoring of project and programme performance | Project planQualitative 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 3LO33.5 | Meaning of benefits realisation | Business programme goalsTangible vs. intangible benefitsBenefits 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 |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Element, learning Outcome and assessment criteria** | **Session title** | **Topics covered** | **Approx.****Duration** | **Session Plan** | **Resource** | **Formative Activity** |
| Element 4LO44.1 | The role of partnerships in project management | Reasons to form a project partnershipPartnership 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 4LO44.2 | Characteristics of an effective project partnership | Elements of a successful partnershipBarriers 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 4LO44.3 | Management of project partnerships | Conflicts and resolutions in partnershipsKilmann’s 5 methods of dealing with conflictPartnership phasesEnding 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 moduleAssignmentReferencing | 1-2 HOURS | 6UAPM Session Plan E4 - Session 4 | 6UAPM Tutor Presentation E4 | **6UAPM E4 LO4 Activity 10 –** Summary Quiz |