

## Project Management Assessment - Overview

Syllabus Area and Questions	Yes/ No
<b>Strategy</b>	
Can you explain the relationship between strategic planning, programme management and projects?	<input type="checkbox"/>
Assess the implications for a project of the organisation and business culture of its development and implementation environments.	<input type="checkbox"/>
<b>Project management</b>	
Explain how software tools can be used to support project management tasks.	<input type="checkbox"/>
<b>Project life-cycle</b>	
Describe the typical steps in the conventional project and system life cycles.	<input type="checkbox"/>
Assess where variations on the conventional project life cycle, such as the use of prototypes or an iterative or incremental approach, would be beneficial.	<input type="checkbox"/>
<b>Organisation</b>	<input type="checkbox"/>
Explain the relationship between the management of an individual project and the higher level management that may be concerned with a programme of related projects.	<input type="checkbox"/>
Demonstrate an understanding of the different ways in which the functional staff groups in an organisation needed to implement a particular project can be organised e.g. functional versus project orientated organisation or the use of matrix management.	<input type="checkbox"/>
<b>Ethical and legal considerations</b>	<input type="checkbox"/>
Demonstrate awareness of professional codes of practice and conduct that relate to the planning and execution of a project.	
Demonstrate awareness of the possible legal implications of a project, including those relating to health and safety.	
Demonstrate an understanding of how contract law affects projects, including its impact on intellectual property rights, penalty clauses and damages, and the terminology used in contracts.	
Explain the relationship between prime contractor client contracts and sub-contractor contracts.	

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<b>Managing plans</b>	
Understand and construct the various types of planning products used in a project including product and work breakdowns, activity networks, schedules and budgets.	<input type="checkbox"/>
Demonstrate an understanding of critical path network analysis, the calculation of earliest and latest start and finish dates and floats for activities and the identification of critical and sub-critical paths.	<input type="checkbox"/>
Explain the principles and practice of baseline plans.	<input type="checkbox"/>
Assess the consequences of planned activity duration being exceeded and build adequate contingency into a plan.	<input type="checkbox"/>
Demonstrate an understanding of the relationship between estimated duration and probability (by, for example, providing most likely, most optimistic and most pessimistic estimates for each activity).	<input type="checkbox"/>
Calculate the costs implied in a plan so that the balance of costs and benefits for a project can be assessed and the stated business case can be assured.	<input type="checkbox"/>
<b>Estimating</b>	
<p>Apply appropriate techniques to estimate the resources, including effort, and elapsed time needed both at the level of an overall project and for individual activities.</p> <p>Note: the techniques that candidates would be expected to understand would include analogy, parameter-driven techniques (based on quantifying effort drivers) and activity-driven techniques (based on identifying project activities).</p>	<input type="checkbox"/>
Explain the use of software tools to assist the effective application of the techniques	<input type="checkbox"/>
Explain the management and administrative arrangements upon which effective estimating depend, such as the need for the collection and storage of historical information relating to the effort expended on projects.	<input type="checkbox"/>
Measure the important attributes of a project and its activities and products that have a bearing on the amount of resource required.	<input type="checkbox"/>
Measure and monitor the productivity rates associated with different types of activity in a project.	<input type="checkbox"/>
Demonstrate an understanding of the principles of function point techniques, especially as an indicator of information processing size and their application in productivity measurement and effort estimation, but would not be expected to apply function point counting rules.	<input type="checkbox"/>

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Reassess the resource requirements and duration of activities in the light of revisions to project requirements or variations in productivity factors.	<input type="checkbox"/>
<b>Project reviews</b>	
Outline the purpose and content of a post implementation review	<input type="checkbox"/>
<b>Managing people and other resources</b>	
<b>Skills</b>	
Draw up job descriptions for the staff needed on a project.	<input type="checkbox"/>
Draw up staff profiles that match job descriptions.	<input type="checkbox"/>
Assess the suitability of available staff to carry out particular jobs within a project team.	<input type="checkbox"/>
Assess training needs and plan appropriate training where needed within a project.	<input type="checkbox"/>
Negotiate with internal and external suppliers of services to fulfil particular staffing requirements within a project.	<input type="checkbox"/>
Identify situations where external resources, including consultants, could be usefully employed to fill shortfalls of expertise within a project.	<input type="checkbox"/>
Explain how the relationships with the external suppliers of resources can be managed so that mutual expectations are clearly defined and the outcome of work meets the needs of the project and the organisation.	<input type="checkbox"/>
<b>Project Organisation</b>	
Demonstrate an understanding of how good working relationships can be created between team members by various methods including the application of appropriate leadership styles and the awareness of personality compatibilities.	<input type="checkbox"/>
Demonstrate an awareness of techniques such as the Belbin analysis of management team roles.	<input type="checkbox"/>
Demonstrate how meetings are arranged and managed effectively.	<input type="checkbox"/>
Communicate effectively both orally and in writing.	<input type="checkbox"/>
<b>Human resource management</b>	
Demonstrate an awareness of how staff can be motivated by various methods including appropriate rewards systems.	<input type="checkbox"/>

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Assign staff to project tasks, monitor their performance and release staff from a project as needed.	<input type="checkbox"/>
Communicate effectively with team members and with project stakeholders, including project sponsors and senior management.	<input type="checkbox"/>
Explain how a project manager can manage and reduce conflicts between the parties involved in a project.	<input type="checkbox"/>
<b>Technical management</b>	
Use indicators of productivity to review the effectiveness of development and other activities being carried out in the project.	<input type="checkbox"/>
Evaluate the effect on productivity of changes in development methods. Explain appropriate and effective procedures for selecting external suppliers of goods and services.	<input type="checkbox"/>
Select the most appropriate payment arrangements for externally supplied goods and services (including time and materials, fixed price and value-based arrangements).	<input type="checkbox"/>
Identify the legal implications of agreements with external suppliers and provide legal specialists with the information required to draw up legally binding contracts.	<input type="checkbox"/>
Set up procedures for monitoring and controlling the provision of externally provided goods and services so that they meet the requirements of the project	<input type="checkbox"/>
<b>Resources other than staff</b>	
Assess and record the requirements for the resources needed in a project in addition to staff.	<input type="checkbox"/>
Locate such resources that are both suitable and sufficient to meet the needs identified.	<input type="checkbox"/>
Allocate resources to tasks giving particular attention to timing.	<input type="checkbox"/>
Monitor resources to ensure that they are available when required. Assess the risk that allocated resources will not be adequate for the successful completion of tasks and formulate appropriate contingency plans to deal with this eventuality.	<input type="checkbox"/>
Assess the expenditure needed to acquire resources and the timing of cash outflows during the project.	<input type="checkbox"/>

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<b>Managing the development and delivery of project products</b>	
<b>Control during production</b>	
<p>Explain the content of management progress reports.</p> <p>Note: Candidates would be expected to know how to calculate earned value and to be able to apply the measures of effectiveness associated with earned value.</p>	<input type="checkbox"/>
Identify and implement effective actions to bring the development of a product back on course if there are any deviation from plans.	<input type="checkbox"/>
<b>Resource management</b>	
<p>Monitor resources to ensure that they are available when required.</p> <p>Assess the risk that allocated resources will not be adequate for the successful completion of tasks and formulate appropriate contingency plans to deal with this.</p>	<input type="checkbox"/>
Establish the means of collecting information about expenditure on resources, including expenditure to which the project will be committed even if it has not yet been incurred.	<input type="checkbox"/>
Assess alternative measures to deal with deviations from plan that emerge during the course of a project with particular attention to resource and cost implications.	<input type="checkbox"/>
Apply appropriate solutions where the resources needed by a project are greater (or less) than those actually available.	<input type="checkbox"/>
<b>Configuration management and change control</b>	
Use configuration management techniques to record the development status of products and to identify the effects of changes to each product on related products.	<input type="checkbox"/>
Take account of the tools and techniques that are available to assist effective configuration management.	<input type="checkbox"/>
Ensure that effective procedures are in place and are in use which control the release of products for use operationally and/or for subsequent development and to deal with any subsequent modifications to those products.	<input type="checkbox"/>
Establish procedures by which the integration of product components can be effectively accomplished.	<input type="checkbox"/>

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<b>Delivery of products</b>	
Ensure that effective procedures are in place and are in use which control the transfer between different phases of development.	<input type="checkbox"/>
Ensure that effective product acceptance procedures are in place and are carried out.	<input type="checkbox"/>
<b>Maintenance of documentation</b>	
Display an understanding of the procedures needed for the effective updating of documentation so that it can be ensured that correct procedures to do this are in place and in use within the project.	<input type="checkbox"/>
Identify the responsibilities of team members in relation to the maintenance of documentation with particular reference to the role of the configuration management librarian.	<input type="checkbox"/>
<b>Types of documentation</b>	<input type="checkbox"/>
Describe the form and purpose of the various types of documentation that are used and maintained by a project, including that relating to standards, planning, progress and quality assurance and control.	<input type="checkbox"/>
Organize the storage and retrieval of documentation used in a project so that it is easily and correctly accessed and updated as the project progresses.	<input type="checkbox"/>
<b>Managing quality</b>	
Quality management systems Specify the measurement data that needs to be collected in order to monitor the effectiveness of a project's quality plan.	<input type="checkbox"/>
Quality standards Identify, understand and apply appropriate external quality standards, modifying and extending them as necessary to meet specific project requirements.  Note: candidates would be expected to be aware of the BS EN ISO 9001 standard for quality management systems.	<input type="checkbox"/>
Quality assurance Describe how the performance of the quality management system can be monitored during the execution of a project.	<input type="checkbox"/>
<b>Managing change</b>	
Responding to change	<input type="checkbox"/>

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Demonstrate an awareness of the sources of change including those in the business, organizational and governmental environments and in the users' operational needs.	<input type="checkbox"/>
Respond effectively to changes in the resources available, including changes in costs and the circumstances of suppliers.	<input type="checkbox"/>
Respond effectively to changes in technical requirements and the technical environment (e.g. the hardware and software platforms), including changes in the delivery capabilities of new technologies.	<input type="checkbox"/>
Respond effectively to changes in the business case underpinning a project.	<input type="checkbox"/>
<b>Managing Risk</b>	
Risk identification and evaluation - Identify and justify actions that could be taken to avoid or reduce identified risks.	<input type="checkbox"/>
Assess the balance of the cost of a risk reduction activity against the reduction in the exposure to a particular risk.	<input type="checkbox"/>
Risk planning Identify remaining elements of risk within a plan and present appropriate policies to deal with these risks should they materialise.	<input type="checkbox"/>
Assess the amount of resource needed to deal with contingencies	<input type="checkbox"/>
Use the assessment of risk to generate time and cost contingency and explain how contingency is to be monitored and used during a project in conjunction with a risk register.	<input type="checkbox"/>