

POSTGRADUATE DIPLOMA

GPRM 521

PROJECT MANAGEMENT

STUDY GUIDE

Faculty of Economic and Management Sciences

MOD compiled by: Prof Yvonne du Plessis

NWU Business School

Copyright © 2020 edition 0. Review date 2021.

North-West University



It all starts here

- Ranked in the top 5% of universities globally by the QS-rankings
- Contribute the second largest of number of graduates annually to the labour market

Dit begin alles hier

- As een van die top 5% universiteite wêreldwyd deur die QS-ranglys aangewys
- Lewer jaarliks die tweede-meeste graduandi aan die arbeidsmark

Gotlhe go simolola fano

- Re beilwe mo gare ga diyunibesiti tse 5% tse di kwa godimo go ya ka peo ya maemo ya QS
- Ngwaga le ngwaga go abelwa palo ya bobedi ka bogolo ya badiri mo maketeng ya badiri

NORTH-WEST UNIVERSITY BUSINESS SCHOOL

Module information

Module code	GPRM 521
Module name	Project Management
Module credits	12 credits This implies that you must spend a total of 120 hours to master the outcomes of this module successfully.
NQF level	8
Prerequisites	Accepted and registered on NWUBS Postgraduate Diploma
Additional resources or requirements to complete module successfully	NA

Lecturer and contact information for All Modes and All sites (campus)

	DISTANCE, FULL TIME and PART-TIME (Mahikeng, Potchefstroom, Vaal)
Name of lecturer/facilitator	Prof Yvonne du Plessis
Office telephone	018 389 2095
Cell Nr	0833056227
E-mail address	Yvonne.duplessis@nwu.ac.za
Module Administrative assistant.	Ms Saleemah Abdullah Saleemah.Abdullah@nwu.ac.za All administrative enquiries about this module.
Building and office number	N/A
Consulting hours	By appointment. Arrange on email or Whatsapp/ cellphone
Additional support on module content	Lecturer: Available just call or send message on Whatsapp/eFundi.

WELCOME AND PURPOSE

Welcome to Project Management

Project Management is a very interesting field of study as it involves all disciplines in the field of management and more. It is often labelled as complex, due to it being multi-disciplinary. This module will focus on the integration of the processes, principles and practices described in the project management methodologies (focusing on IPMA ICB4 – www.ipma.world and PMI PMBok- www.pmi.org) and the managing and leading side of project teams ensuring that projects deliver a beneficial outcome. Many organisations and individuals embark on the journey of project management, but actually they only apply project tools and techniques - which is not project management. Projects are unique and its management has a very distinct philosophy that supports discipline – not rigidity. This discipline refers to understanding the constraints of time, cost, quality and scope on the delivery of something (Product or Service) which is beneficial to its customers or its customers' customer (end-user). Projects are also not delivered by an individual but by a team with members who should be competent, responsible and committed to project work according to the philosophy, processes, principles and practices of project management.

In this module you are going to learn about PROJECT MANAGEMENT and not about the tools and techniques used in project work. You will learn how to think through a project as a beneficial change and not just an intervention or business activity. You are going to apply what you learn and realise that the journey of project management and doing projects is a way of life, because you cannot be successful in project management, however big or small the project, if you do not comprehend the full picture. It is a multi-disciplinary field and not just a single discipline. Many people and organisations have tried project management and some are still trying, but fail because they have not yet comprehended the holistic and systemic nature [*systemic* means affecting the whole of something] of what comprises a project and its management. I sincerely hope you will embrace this module not just as a tick box to complete your studies, but that you will learn as much as you can to use project management as a life changer for you and others.

Enjoy your learning journey.

Purpose

The purpose of this study guide is to furnish you with a brief explanation of the Project Management elective module within the Postgraduate Diploma offered at NWU Business School. It provides the following information:

- The study units you will follow.
- Learning outcomes of each study unit.
- Prescribed work for each study unit.
- Recommended reading material for each study unit.
- The work programme for the semester.
- The contact session schedule and dates.
- The assignments and assessment criteria

Please note that this study guide does not replace the official brochure of the NWU Business School.

Rationale

As this is only a single module on Project Management the focus will be on the general comprehension of the perspectives, principles, practices, processes and people in Project Management within business context - often referred to as 'Managing by Projects' and not on Engineering projects or the technical tools and techniques used in project management.

This module aims to prepare you as a PGDip student to think holistic and strategically when having to conduct project work and managing a project from inception to closure in your business environment. You will need to apply all the knowledge accumulated from your other modules in the PGDip Programme to project management as it is a multi-disciplinary field. Every other module will have an application possibility in project management or in managing projects within business context.

STUDY MATERIAL

▪ Prescribed Book

Nicolas, J.M. and Steyn, H. 2017. Project Management for Engineering, Business and Technology, 5th Ed, Jonathan Ball, 978-1-138-93734-5

eCopy available: <http://bookengine.site/go/read.php?id=B009E1NDQ4> (Just note that this eBook version might not be 100% the same as the Hard Copy, but it should have most that is needed.

▪ Resources in eFUNDI – See eFundi GPRM 521 Resources section

▪ Useful websites

- PMI Body of Knowledge – PMBoK: www.pmi.org
- IPMA ICB4- www.ipma.world
- www.method123.com (Basic principles and practices of Project Management - a booklet for free, Illustration of project management tools and techniques).
- <https://projektkvalitet.dk/wp-content/uploads/the-practical-guide-to-project-management.pdf>

NOTE: The link above provides a free BOON BOOKS version on Project Management with an ERROR on p47 and p49 - Conflict Management resolution styles diagram should be on p49 not on p47 and RESPONSIBILITY MATRIX (RAM) should be on p47 not on p49) –EXCHANGE these diagram- the headings are correct but diagram are wrongly inserted on pages in text)

- <https://pmhut.com/>
- www.maxwideman.com
- www.epmbook.com
- <https://venngage.com/blog/project-life-cycle/>
- <https://www.projectengineer.net/overview-of-the-ipma-methodology/>
- <https://www.projectengineer.net/project-scope-statements/>

MODULE OUTCOMES

After completion of the Project Management module, the student will be able to:

- Distinguish between Project Management and General Management.
- Describe the characteristics and process of projects and project management.
- Apply critical and systems thinking in the planning, execution and monitoring of projects.
- Develop a project baseline plan.
- Apply the principles, practices and methodology of IPMA ICB4 and PMI Body of Knowledge.
- Analyse and evaluate a project in terms of critical success factors.
- Manage a project team from start to end of a project.
- Explain Stakeholder Relationship management.
- Practically execute a business project by utilising the Project Management Philosophy, Principles, Practices and Methodology as a team.

GRADUATE ATTRIBUTES

After completion of the Project Management module, the student will demonstrate:

- The ability to apply and integrate the project management body of knowledge methodologies provided by PMI and IPMA.
- Scholarly engagement on individual and group level using the general principles and practices within project management in delivering successful projects and practically apply a comprehensive knowledge base of key terms used in the business project management domain.

- Mastery of a wide range of Project Management competences to address real world applications of the perspectives, people aspects, principles and practices in the planning and execution of projects for beneficial change in business context;
- Show the capability to operate independently and take full responsibility for his or her own work and where appropriate, to account for leading and initiating project management processes and implementing thought leadership and systems theory, ensuring good resource management, ethical conduct and responsible governance practices.

ASSESSMENT METHODS

Assessment will be in both formal and summative format. Formal assessment will be in the form of learning exercises, individual and group assignments. Summative assessment will be in the form of a Portfolio of Evidence (PoE).

ASSESSMENT PLAN

Formal Assessment

Assessment method	Number	Max. marks	Weight %	Due Date All
Individual assignment	1	100	20	18 September 2020 Submit on eFundi
Group assignment	1	100	20	4 October 2020 Submit on eFundi
Individual learning exercises/tests during semester.	5	50	10	Announcement on eFundi Submit on eFundi

Summative assessment

Assessment method	Number	Max. marks	Weight	Date
Portfolio of Evidence (PoE)	1	100	50 %	20 November 2020: Opportunity 1 (ALL have to submit on eFundi) 4 December 2020: Opportunity 2 (Special arrangement)

Module mark = Participation: Examination = 50:50

ASSIGNMENTS

Assignment Guidelines and Briefing

Please note that all assignments must be in the following format:

- Typed with font Times New Roman, font size 12, line spacing 1.5, page layout: Normal.
- Saved in Microsoft Word (no other formats such as PDF documents will be accepted).
- Include a cover page and declaration of own work. Please use the following format for naming your Microsoft Word document before submitting: Surname, initials, student no., Module code, Assignment (examples: Popular_AB_22007123_GPRM521_ Individual Ass).
- All assignments must be appropriately referenced in text and accompanied by a full reference



NWU Harvard

list using the NWU Harvard referencing style 2020^{Referencing guide 20} also available on the NWU Library site, which reflects all the citations made in the assignment text.

- Submitted on eFundi under the correct assignment before or on the indicated due date.
- No assignments submitted in hard copy or via email will be accepted.
- Important: eFundi will not allow any late submissions. It will allow a second submission if the first submission failed or was withdrawn. Therefore, please plan all your assignments' submissions ahead of the submission hour to avoid any disappointment.

INDIVIDUAL ASSIGNMENT – *due 18 September 2020*

Theme: Develop a Project Baseline Plan for a business project of your choice.

You have to select a project that will fit into your area of work. It must be a business related project based on a context that you are familiar with, otherwise you will struggle to complete the assignment.

NOTE: You also have to base your PoE on this project.

Develop a baseline plan for your project that will clearly indicate what the project is about and describe the parameters of what, why, where, when, who and how. This is a very important part of any project's initiation or start-up to ensure approval and successful start.

The Format of this assignment is a **PROJECT BASELINE PLAN**. It should also briefly include a theoretical substantiation of the constructs to show understanding of theory. See Individual Assignment Rubric on p.7 of this guide.

Read the prescribed book chapters 3,4,5,6, 8 and materials provided for the assignment as basis



GPRM

521_Individual Assignm

. Read wider to comprehend the theory on Projects, Project Management and Baseline plan/Project Charter/Scope Statement of work. Also clearly indicate in your assignment by briefly describing the theory and your understanding of each part included in this assignment. Use references in text- **NWU Harvard Referencing guide** (from the NWU library website). You can use diagrams and tables to illustrate the practical part. Include a title page, index, declaration of own work. You can structure your baseline plan as you feel necessary as long as the aspects indicated in the rubric has been addressed. This Individual Assignment document should not exceed 8 pages in total. Use New Times Roman 12 font, 1.5 spacing and upload using the *naming of document* as specified in assignment guidelines.

Your Individual Assignment will be evaluated on the following criteria using **Solo Taxonomy**



Solo Taxonomy for
Assessment.docx

- see the rubric below.

INDIVIDUAL ASSESSMENT RUBRIC	Weight %	MARK
1. Layout of assignment Introduction, Body, Conclusion	10	
2. Description of the project and its context. Include theory on what is a project and indicate how your choice of project compares with characteristics of a project in theory.	10	
3. Scope/Project definition Include theory on what is Scope and why is it important	10	
4. Project life-cycle Include theory on what is Project life-cycle and why it is important, your project's life cycle diagram	10	
5. Stakeholders and Team Include theoretical description and who are stakeholder in your project	10	
6. WBS Include theoretical description and your project's WBS	10	
7. RAM Include theoretical description and your project's RAM	10	
8. Schedule of work , Show Gantt chart, estimation of time Include theoretical description	10	
9. Cost estimation -Include theoretical description	10	
10. References in text and list	10	
TOTAL:	100	

GROUP ASSIGNMENT – due 4 October 2020

The Project is “Module Project Management”. Your group has been assigned as the Project Team.

Projectise this module for successful completion. Develop the Project Plan and the Implementation Plan. Clearly show how you have used the 10 Knowledge areas of PMI and the 3 Competences of IPMA ICB4.:

1. Develop a Project Plan
2. Show Stakeholder Agreement
3. Develop a Project Implementation and Monitoring Plan.
4. Implement the plan
5. Close the project on submission
6. Indicate what you will do after submission

Thus **DEVELOP A PROJECT PLAN AND WORK THE PLAN** based on this *Module GPRM 521 as your Project*. Write up The Project Plan and The Implementation Plan. Clearly show how you have used the 10 Knowledge areas of PMI and the 3 Competences of IPMA ICB4.

Indicate and describe this project’s life cycle, show the Project Management Phases and Project stages. Describe the Phases and Stages from start to end and how you are using it. Complete WBS, RAM, Schedule (Gantt chart). You *do not have to do* a Cost Estimation. .

Your Group Assignment will be assessed based on the following criteria using [Solo Taxonomy](#)- see the rubric below.

GROUP ASSIGNMENT RUBRIC		
	Weight %	MARK
1. Layout and Clarity of Project Plan and Execution	10	
2. Project Life Cycle and Project Management Process	10	
3. Project Plan and descriptors	10	
4. Project Implementation Plan and descriptors	20	
5. Project Control and Monitoring	10	
6. Project Closure and Project Team Evaluation	15	
7. Challenges experienced and how you manage it throughout the project from start to closure	10	
8. Lessons learned from doing this project - as Project Manager	10	
9. References/Referencing	5	
TOTAL	100	

The Group Assignment must not exceed 20 A4 pages. Use Diagrams, Figures and Tables to illustrate your work. Refer to Assignment Guidelines and Briefing earlier in this document.

PoE- FINAL INDIVIDUAL ASSIGNMENT – Due 20 November 2020

This assignment is the summative assignment and continues from your Individual Assignment.

You have to start from your individual assignment submitted on 18 September 2020 and continue with the project management process along the project life cycle you have chosen.

Your PoE should clearly reflect your ‘Thinking Through’ your project. It should comprise the planning of the project up to closure and handover. You do not have to provide evidence of implementation/execution of your project in the PoE, but it should have a detailed implementation plan addressing all 10 Knowledge areas of PMBok and provide evidence of the 29 IPMA ICB4 competences.

This PoE assignment will be assessed based on the PoE Assessment Rubric below.

PoE Assessment Rubric		
Criteria	Weight%	Mark
1. Layout and clarity of PoE document	10	
2. Project Management Process and Project Life cycle Description and insights	15	
3. PMI 10 Knowledge Areas applied and indicated in PoE	20	
4. IPMA ICB4 29 Competences clearly indicated and aligned with PMI 10 Knowledge Areas as applicable to your project.	20	
5. Use of Diagrams, Tables, Figures – illustrations to support Theory and Practice of Project Management.	10	
6. References used	10	
7. Reflections on Your Learning Journey (Start to end of module)	15	
TOTAL SCORE	100	

MODULE MANAGEMENT

MODULE DESIGN AND STUDY UNITS		
Module design and Study Units	Content	Time to be spend on module- indication*
PART 1	Perspectives, Philosophy and Approaches to Projects and Project Management.	10 hours
Study Unit 1.1	Project Management and Projects Overview	5
Study Unit 1.2	Systems Approach to Project Management	5
PART 2	The Project – Principles and Practices	50 hours
Study Unit 2.1	Project Design and Planning	20
Study Unit 2.2	Project Execution/Implementation	15
Study Unit 2.3	Project Monitoring and Control	5
Study Unit 2.4	Project Closure and Handover	10
PART 3	People and Projects	60 hours
Study Unit 3.1	The Project Manager and Leader – Roles and Responsibilities	10
Study Unit 3.2	Stakeholder Relationship	10
Study Unit 3.3	Project Team and Teamwork	20
Study Unit 3.4	Conflict, Stress and Crisis Management	10
Study Unit 3.5	Ethical conduct in projects and its management	10
PART 4	Integrating perspectives, project principles and practices, and people for project success	10 hours
Study Unit 4.1	Project Success Criteria	5
Study Unit 4.2	Project Management Culture	5

* Students must manage their own time ensuring they comprehend the content as per study unit, in preparation for discussions and assessments.

WARNING AGAINST PLAGIARISM

- Copying of text from other learners or from other sources (for instance the study guide, prescribed material or directly from the internet) is not allowed – only brief quotations are allowed and then only if indicated as such.
- You should reformulate existing text and use your own words to explain what you have read. It is not acceptable to retype existing text and just acknowledge the source in a footnote – you should be able to relate the idea or concept, without repeating the original author to the letter.
- The aim of the assignments is not the reproduction of existing material, but to ascertain whether you have the ability to integrate existing texts, add your own interpretation and/or critique of the texts and offer a creative solution to existing problems.

- Be warned: students who submit copied text will obtain a mark of zero for the assignment and disciplinary steps may be taken by the Faculty and/or University. It is also unacceptable to do somebody else's work, to lend your work to them or to make your work available to them to copy – be careful and do not make your work available to anyone!

Plagiarism is a serious offence and you should familiarise yourself with the Plagiarism policy of the NWU. <http://library.nwu.ac.za/copyright-and-plagiarism>

Please refer to the Policy on Academic Integrity which is found on the following

Website: http://www.nwu.ac.za/content/policy_rules

STUDY UNITS AND LEARNING OUTCOMES

PART 1: Perspectives, Philosophy and Approaches to Projects and Project Management.

The aim of these study units are to provide an overview of the perspectives, philosophy and the approaches to projects and project management focusing on a business project as an open system.

Study Unit 1.1 Project Management and Projects Overview

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe the difference between Management and Project Management.
- ✓ Explain where project management and projects are appropriate in organisations.
- ✓ Describe the contextual competences as identified by IPMA ICB4 which must be taken into consideration when managing a project.
- ✓ Describe the 10 Knowledge areas of PMI.
- ✓ Describe the organisational context in which project management needs to take place.
- ✓ Assess the organisational context for successful project delivery.
- ✓ Utilise the 'PESTELI' factors to analyse the internal and external organisational environment enabling project success.

Study Material

Prescribed book: pp.1- 10; Chapter 1 - pp. 19-29, pp.33-36

Slides Unit 1.1

Study Unit 1.2 Systems Approach to Project Management

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe the open systems approach to project management.
- ✓ Apply systems thinking in projects and its management.

Study Material

Prescribed book: Chapter 2 – Systems Approach, pp. 42-50, 54-55

Slides unit 1.2

PART 2: The Project – Principles and Practices

The aim of these study units are to present the mainly technical aspects of managing projects as indicated in the PMI Knowledge Areas and in the Project competences of IPMA ICB4.

Study Unit 2.1 Project Design and Planning

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe the project life cycle in phases and the descriptive elements/activities in each phase.
- ✓ Apply a thought process by utilising the project life cycle to think through a project for clarification of the project need and requirements ensuring a proper project planning process.
- ✓ Initiate and define a business project and construct a Baseline/Pre-plan and Implementation plan.
- ✓ Apply the basic project techniques, principles and practices involved in the project planning phase- including Scope -, Time -, Quality - , and Risk Management (Do a Scope Statement, Project Specifications, Work Breakdown Structure (WBS), Stakeholder analysis, Responsibility Attainment Matrix (RAM), Project Schedule (Gantt Chart with Milestones).

Study Material

Prescribed book: Chapter 3 – Project Life cycle, pp. 65-89; Chapter 4 – Project Definition, 109-118; Chapter 5 – Basic Project Planning Techniques, pp.153 -117; Chapter 9 - Project Quality Management, pp. 316; Chapter 10- Project Risk Management, pp. 346-366.

Slides unit 2.1

Resources on eFundi

Study Unit 2.2 Project Execution/Implementation

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Organise and implement the project plan
- ✓ Start-up a project
- ✓ Compile the Team and align roles and responsibilities
- ✓ Apply communication skills
- ✓ Manage project scope creep
- ✓ Monitor and provide feedback on project progress

Study Material

Prescribed book: Chapter 11- Project execution, pp. 385-386, pp. 395-400, pp. 432- 434, 440-441.

Slides unit 2.2

Resources on eFundi

Study Unit 2.3 Project Monitoring and Control

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe monitoring and control in project management
- ✓ Apply systems thinking to identify and manage issues in projects.

Study Material

Prescribed book: Chapter 11- Project execution, monitoring and control, pp. 390-400, pp.416

Slides unit 2.3

Resources on eFundi

Study Unit 2.4 Project Closure and Handover

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe the project closure process.
- ✓ Explain the importance of considering the handover process.
- ✓ Construct lessons learned report.
- ✓ Evaluate the project team performance.

Study Material

Prescribed book: Chapter 12- Project execution, ending project, pp. 441-448.

Slides unit 2.4

Resources on eFundi

PART 3: People and Projects

The aim of these study units are to present the personal and interpersonal competences required to succeed in projects and its management.

Study Unit 3.1 The Project Manager and Leader – Roles and Responsibilities

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe the role of the project manager and the leader during the project life cycle.
- ✓ Distinguish between the management role and the leadership role.
- ✓ Apply the project management and leadership roles.
- ✓ Evaluate yourself against the project manager and leadership competence.
- ✓ Reflect on your project management capability experienced during the module.

Study Material

Prescribed book: Chapter 15- Project roles and responsibilities, pp. 515-527

Slides unit 3.1

Resources on eFundi

Study Unit 3.2 Stakeholder Relationship

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe Stakeholder relationship management and engagement
- ✓ Develop a stakeholder power grid

Study Material

Prescribed book: Chapter 15- Stakeholder engagement, pp. 531- 534

Slides unit 3.2

Resources on eFundi

Study Unit 3.3 Project Team and Teamwork

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Discover the importance of teamwork in projects.
- ✓ Describe team development in projects.
- ✓ Implement a Team Roles and Responsibilities Matrix.
- ✓ Analyse teamwork against effective and efficient team performance criteria.

Study Material

Prescribed book: Chapter 16, pp. 544-554.

Slides unit 3.3

Resources on eFundi

Study Unit 3.4 Conflict, Stress and Crisis Management

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe conflict and its management in projects.
- ✓ Determine the cause of conflict and stress in projects.
- ✓ Apply conflict resolution in project management.
- ✓ Manage emotional stress.
- ✓ Deal with crisis in projects.

Study Material

Prescribed book: Chapter 16- Conflict and Stress, pp. 558-562

Slides unit 3.4

Resources on eFundi

Study Unit 3.5 Ethical conduct in projects and its management

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe ethics in the workplace and its application to projects and its management.
- ✓ Apply ethical conduct in project management.

Study Material

Slides unit 3.5

Resources on eFundi

PART 4 Integrating perspectives, project principles and practices, and people for project success

The aim of these study units are to realise the integrativeness of all the parts ensuring successful project delivery.

Study Unit 4.1 Project Success Criteria

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Compile a list of project success criteria.
- ✓ Measure your project against the success criteria.

Study Material

Slides unit 4.1

Resources on eFundi

Study Unit 4.2 Project Management Culture

Study unit outcomes

After completion of this unit you must be able to:

- ✓ Describe what is understood as project - and project management culture.
- ✓ Propose the values that should support a project management culture.

Study Material

Slides unit 4.2

Resources on eFundi

Watch your eFundi site weekly for materials that will be loaded as we progress to assist you with your learning journey.

PROJECT MANAGEMENT is more than just applying techniques. It requires conscientious planning and responsible execution for the realisation of benefits for the customer or end user.

ENJOY YOUR LEARNING JOURNEY... it is never over. Every ending has a new beginning. It is a continues and cyclical process.