

Applied Project Management

1. Overview

The purpose of this Workplace Learning Programme (WLP) is to develop participants with the advanced managerial and technical competencies required to plan, schedule, execute, monitor and successfully close projects in complex organisational environments. The programme equips participants to critically engage with project management challenges, analyse and evaluate project processes, and make informed strategic and operational decisions in diverse and often unpredictable business contexts. On completion, participants will be able to apply and critically evaluate project management models, procedures, tools and techniques to establish effective and efficient solutions to project delivery problems.

2. Programme Outcome:

- Apply integrated project management principles across the project life cycle, from initiation through closure, in complex organisational environments
- Analyse project scope and construct Work Breakdown Structures (WBS) for complex projects, evaluating decomposition strategies against stakeholder requirements and project constraints
- Design and interpret Gantt Charts to plan, sequence and monitor project activities, using appropriate project management software
- Apply the Critical Path Method (CPM) to project networks calculating forward and backward passes, identifying float, and evaluating scheduling decisions under time and cost constraints
- Evaluate and apply Resource Management techniques, including resource allocation, levelling and smoothing, to optimise project delivery under constrained conditions
- Analyse and manage project risks, changes and performance throughout the project life cycle, using appropriate monitoring and control techniques including Earned Value Management (EVM)
- Critically evaluate stakeholder engagement and communication strategies and demonstrate ethical project leadership within multi-disciplinary project teams
- Synthesise project closure processes to evaluate project outcomes and inform continuous improvement in project management practice

Qualification:

Certificate of Completion

Duration:

4-Months

Programme Type:

Category B – Workplace-Based Learning Programme

Programme ID:

PA0326

NQF Level:

7

Credits:

20

Entry Requirements:

NQF Level 4 qualification (Grade 12/National Senior Certificate or equivalent)

Training Options:

Online - The SLP is delivered through a blended online support model consisting of:

Activity	Duration
Session 1: Introduction to the WLP and Formative Assessment Briefing	2 Hours
Session 2: Formative Assessment Feedback and Consultation Session	1 Hour
Session 3: Contact Session (Content Consolidation and Discussion)	2 Hours
Session 4: Examination Preparation and Revision Session	2 Hours
Total Facilitated Engagement	7 Hours

Participants will also have ongoing access to academic support through the LMS discussion forums throughout the project period.

Minimum Participants Required:

(1) Online & (1) Blended

3. Topics

Module 1: Fundamentals of Project Management

- Introduction to project management
- Types and characteristics of projects
- The project life cycle
- Project management processes
- Project constraints
- Project integration
- Common causes of project failure

Module 2: Project Stakeholder and Team Management

- Project stakeholders
- Stakeholder identification and engagement
- Project communication
- Communication skills for project managers
- Conflict management and negotiation
- Project leadership
- Project teams
- The project management office (PMO)

We trust that the above is in order and look forward to hearing from you for Implementation

Module 3: Project Initiation and Planning

- Project initiation
- Customer and stakeholder requirements
- Project charter
- Statement of Work (SOW)
- Construction, decomposition principles, work package requirements, and the relationship between the WBS, SOW and project schedule
- Project scope
- Project organisational structures
- Gantt Charts: construction, task sequencing, dependencies, milestones, and use in project management software
- Introduction to project management software

Module 4: Project Execution, Monitoring and Control

- Project execution
- Project monitoring and control
- Project performance measurement
- Earned Value Management (EVM)
- Change control
- Project reporting
- Ethical project management

Module 5: Project Scheduling, Resourcing and Optimisation

- Project scheduling principles
- Network diagram construction, forward and backward pass calculations, float and slack, identification of the critical path, and evaluation of scheduling decisions
- Resource identification and allocation, resource levelling and smoothing, resource-constrained scheduling, and resolving resource conflicts
- Project crashing
- Time-cost trade-offs
- Schedule optimisation
- Managing project constraints
- Techniques for improving project delivery

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Module 6: Project Closure and Evaluation

- Project closure processes
- Project handover
- Project evaluation
- Lessons learned
- Project documentation
- The role of the project manager during project closure
- Continuous improvement in project management

4. Assessments

Participants will be assessed through a combination of formative and summative assessment methods designed to evaluate applied competence at NQF Level 7. Assessment activities include analytical case studies, an applied project planning and scheduling exercise, a resource management problem set, a critical evaluation essay on project management practice, and an integrated summative assessment.

Successful participants will receive a certificate of completion.

5. Workplace-Based Learning Programme

This WLP is a fusion of academic learning and practical work. The learning is directly applied to the workplace by using client-based mentors and extensive workplace-based portfolio work and assignments. Apart from the obvious benefits of a workplace directed qualification, each WLP qualifies for recognition as a Category B Skills Programme in the Learning Matrix of the Amended BEE codes, which allows for the salaries of participants to be recognized as part of the Skills Development Expenditure.

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