Executive Programmes

2015

Intermediate Project Management

12-credit HEQF (2007) level eight course

Successful completion provides full credits for the Project Management Module of the Honours Programme in Public and Development Management, Module code 51993761; NQF level 8, nine credits

Course Outline & Orientation

Kromme Rhee

04 to 08 May 2015

Link to online registration:

http://apps.sun.ac.za/SCD/ApplicationForm.aspx?offeringid=9a7eec55-9d31-e411-94db-0050568000ff

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Moderators: Prof. FM Uys (internal) and Prof. PA Botha (external)

1. INTRODUCTION

Service delivery, and mostly failures in service delivery, currently receive widespread publicity. It is a reality that to overcome the many contemporary challenges of public service delivery, a high degree of management sophistication is required.

The executive programme and products of the School of Public Leadership are the result of knowledge from rigorous research on contemporary issues and international best practices. This research is done by specialists in the sector with the highest academic qualifications combined with practitioner backgrounds. All facilitators / researchers are permanent or extraordinary academic appointees of Stellenbosch University and all products are fully quality controlled and accredited as determined by the University and the Higher Education Qualification Committee.

The products are the only sector-specific accredited products of Stellenbosch University with articulation to advanced degrees in public and development management, i.e. they either provide avenues of access to, or credit for modules of the advanced degrees (conditions apply).

Besides stand-alone courses that are accredited modules or part of modules of various degree programmes, we also offer a range and progression of sector-specific management development programmes.

2. TITLE AND CONTEXT

Intermediate Project Management.

Project management is a body of knowledge and a set of tools for achieving spectacular results such as a successful 2010 Soccer World Cup, but also for enhanced achievement of objectives in day-to-day service delivery by any operational manager whose reward is sometimes - ironically – only the absence of service delivery dissatisfaction amongst beneficiaries!

Both in governments and the world of business, the notion of governance as corporate management philosophy emphasising strategic integrity and sustainability, is replacing, or at least informing the previous emphasis on quick gains. In the context of public and corporate governance it implies ensuring that all initiatives and their delivery processes, as well as the partnering and competitive arrangements surrounding them are aligned with the strategic vision. There cannot be "one-size-fits-all" solutions in such an approach and levels of customisation are reaching new heights. Governance features therefore represent a level of sophistication in management whereby activities are not only structured, executed and supported competitively, but also comprehensively aligned with and measured against a particular and widely shared strategic vision.

Projects and operations in the interest of society have outputs and purposes of outputs that form part of programmes, which in turn contribute to, or positively impact on broader and longer term outcomes in society and the environment. Such projects and operations within programmes must therefore be planned, controlled and evaluated for output, purpose and impact. Applications recognised as part of the international Project Management Body of Knowledge are relevant, but their use call for appropriate interpretation of complex and unclear cause and solution problems such as poverty or ecological decline. In order to utilise the Project Management applications successfully, a high degree of understanding of the broader context within which such projects take place is required.

In addition, project failure can often be ascribed to a lack of reconcilability of project purposes with organisational structure and culture. Risk of project failure is more imminent under circumstances of diverse human interdependence, such as with so many of the projects in the interest of society. Implementation requires complex reciprocal and interdependent processes and relationships, and when the organisational design still emphasises

functional divisions and loyalty to functional boundaries and protection of narrow job demarcations rather than loyalty to project and strategic objectives, energy is constantly drawn away from the less routine integrated activities to the routine functional activities to cause performance problems with implementation. A project-based approach therefore also has to consider structure and culture.

Implementation know-how is also vital. The inability to generate an appropriate implementation plan with correctly demarcated and sequenced activities, or to integrate the activities with all other interdependent activities in the tactical environment, will cause failure. One of the big shortcomings in services aimed at serving the interests of society is that, in spite of sophisticated policy generation and strategic planning which may derive broad action plans, failure is in the implementation.

Amidst the pressures for better performance in a highly complex world, Project Management encouraged goal-orientated processes, holistic approaches to problem-solving, decentralised accountability and organisational flexibility. More and more aspects of functional work in organisations are being cast in project-based structures. This is called project-based management or management-by-projects. Cutting-edge organisations now acknowledge that Project Management contains core competencies required by all employees and leaders. It is obviously also applicable in the society-serving sector, and offers indispensable applications in public, charity and business management settings. The skills, tools and techniques contained in the internationally recognised Project Management Body of Knowledge are also appropriate for circumstances where answers to complex and unclear cause and solution problems, for example, poverty or ecological decay, are strived after.

The Project Management Body of Knowledge has now evolved to include knowledge areas such as people management, project communication and integration. This prevents a narrow engineering approach to problem-solving, and facilitates a comprehensive approach.

3. OBJECTIVE AND OUTCOMES

The objective is to equip participants with project management knowledge and skills with the rationale that they can apply it to their particular work situation for enhanced output and sustainable outcome benefit to communities.

The following outcomes are to be achieved:

a. Knowledge of project management theory and an understanding of how strategic integrity, rather than narrower profit-seeking interests affect the application of the Project Management Body of Knowledge;
b. The ability to initiate a project;
c. The ability to prepare a project by developing an integrated project framework as baseline and integrate that baseline with other activities in the task environment;
d. The ability to align the project with institutional capacity and context;
e. The ability to implement and manage the process of delivery encapsulated in the framework and ensure that deliverables as well as final output are integrated with outcomes;
f. The ability to commission project output and close the project;
g. The ability to use computer software in the management of projects.

4. ASSESSMENT CRITERIA AND METHODS

After attending this course, participants should be able to fulfil the following assessment criteria through the indicated methods of assessment:

Assessment criteria:

Each participant must, through the assessments, provide proof that he / she has acquired a satisfactory level of knowledge of and skills in programme and project management theory and applications to apply it in the work situation. For successful completion, the average of all assessments must be a minimum of 50%.

Assessment methods:

Participants will be individually assessed by means of the following methods:

1. An open book examination as scheduled whereby the participant must complete exercises on the various techniques explored during the module. (50%).
2. A computer-based exercise during the contact time whereby the participant must give evidence of the ability to apply project management software (20%).
3. An e-Learn submission project management theory and practice exercise and application to a work-related project to be submitted as scheduled for this module. (30%)

5. THEMES & FACILITATORS

The following themes are covered:

Theme 1: Course outline and orientation; Theme 2: Initiate a project ; Theme 3: Prepare a project; Theme 4: Align a project with institutional capacity; Theme 5: Deliver the project; Theme 6: Commission project output and close project; Theme 7: Use computer applications (D Isaacs; J Lange & J Burger).

6. SCHEDULE

Example of schedule. Actual schedule to be customised for actual number of participants.

Date	08:30 – 10:30	11:00 - 13:00	13:45 – 16:00
04 May 15	Theme 1 & 2	Theme 3	
05 May 15	Theme 3 & 5		
06 May 15	Assessment 1	Theme 3 (Group 1)	
		Theme 7 (Group 2)	
07 May 15	Theme 7 (Group 1)		Theme 4
	Theme 3 (Group 2)		
08 May 15	Theme 4 & 6; summary & conclusion, departure		
08 June 15	Assessment 3: Assignment cut-off 12.00 midnight		

7. LITERATURE

Prescribed literature: Burger, AP Johan. 2014. **ProMISE - Project Management in the Interest of Society and the Environment**. Stellenbosch: School of Public Leadership, Stellenbosch University.