

THE INSTITUTE OF COMMERCIAL MANAGEMENT

SUBJECT SYLLABUS



**Managing Works & Costs**

### **Implementing the Programme:**

- Project Authorisation
- Authorising Work Without a Contract or Order
- Preliminary Organisation of the Project
- Correspondence & Other Projects
- Project Engineering Standards & Procedures
- Physical Preparation & Organisation
- Getting Work Started
- Issuing Detailed Planning & Work Instructions

### **Managing Progress:**

- Closed Loop Control System
- Routine Collection of Progress Data
- Non-Routine Approach to Progressing
- Managing Subcontractors & Agency Employees
- Routine Priority Allocation in Manufacturing Projects
- Bad News
- Corrective Measures
- Immediate Action Orders
- Haste Versus Good Management
- Construction Site Organisation & Management
- Progress Meetings
- Project Reports

### **Changes & Production Permits:**

- Classification of Changes
- Authorisation Arrangements
- General Administration
- Estimating Design Modification Costs
- Forms & Procedures
- Modifying Drawings
- Emergency Modifications

### **Cost Management – Principles:**

- Objectives of Project Cost Management
- Cost Management Factors
- Total Cost Approach
- Budgets
- Cost Collection Methods
- Audits
- Comparing Actual & Planned Costs

### **Cost Management – Evaluation, Prediction & Reporting:**

- Milestone Analysis
- Earned Value Analysis
- Earned Value Analysis Prediction Reliability & Implications
- Evaluating Cost Performance for Materials & Bought Out Equipment
- Effect of Modifications on Earned Value Analysis
- Project Ledger Concept
- Predicting Profitability
- Post Mortem

### **Final Project Definition & Closure:**

- Formal Project Closure
- Final Project Cost Records
- Disposal of Surplus Material Stocks
- Final Project Definition
- As-Built Condition
- Managing Files & Archives

## Reading List

### Main Text:

Project Management - Dennis Lock (Gower)

### Alternative Texts and Further Reading:

Getting the Job Done: Managing Project Teams & Task Forces for Success - W A Randolph (Prentice-Hall)