

THE INSTITUTE OF COMMERCIAL MANAGEMENT

## SUBJECT SYLLABUS



## PROJECT MANAGEMENT

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## **Projects in Contemporary Organisations:**

- Definitions
- Why Project Management
- The Project Life Cycle (PLC)

## **Strategic Management & Project Selection:**

- Project Management Maturity
- Project Selection & Criteria of Choice
- Types of Project Selection Models
- Net Present Value

## **The Project Manager:**

- Job Description
- Job Specification
- Person Specification
- Cultural Differences

## **Project Organisation:**

- Functional Organisation
- Pure Project Organisation
- Matrix Organisation
- Mixed Organisational Systems
- Project Teams
- The Human Factor

## **Project Planning:**

- Initial Project Coordination
- Systems Integration
- Work Breakdown Structure
- Linear Responsibility Chart

## **Conflict & Negotiation:**

- The Nature of Negotiation
- Partnering, Chartering, and Change
- Conflict & the PLC
- Linear Responsibility Chart
- Principles of Negotiation

## **Budgeting & Cost Estimation:**

- Estimating Project Budgets
- Improving the Process of Cost Estimation

## **Scheduling & Resource Allocation:**

- Background
- Network Techniques: PERT & CPM
- Critical Path Method (CPM)
- The Resource Allocation Problem
- Resource Loading
- Resource Levelling
- Crashing

## **Monitoring & Information Systems:**

- The Planning-Monitoring-Controlling Cycle
- Information Needs & the Reporting Process
- Earned Value Analysis
- Computerised Project Management Information Systems (PMIS)

**Project Control:**

- The Fundamental Purpose of Control
- Three Types of Control Process
- Design of Control System
- Control as a Function of Management
- Balance in a Control System
- Control of Creative Activities
- Control of Change and Scope Creep

**Project Auditing:**

- Purpose of Evaluation – Goals of the System
- The Project Audit
- The Project Audit Life-Cycle
- Construction and use of the Audit Report

**Project Termination:**

- The Varieties of Project Termination
- When to Terminate a Project
- The Termination Process
- The Final Report – A Project History

**Reading List****Main Text:**

Project Management – A Managerial Approach – Jack R. Meredith & Samuel J. Mantel (Wiley)

**Alternative Texts and Further Reading:**

Project Management – A Systems Approach to Planning, Scheduling & Controlling – Harold Kerzner (Wiley)  
The Portable MBA in Project Management – Eric Verzuh (Wiley)