



# Human Performance



## Successful Project Management

IAM Level 3 Professional Award  
Prospectus

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# Welcome to the IAM Level 3 Professional Award in Successful Project Management...

...a practical workshop from Human Performance which has been written to substantially meet the relevant knowledge and understanding requirements of the Skills CFA National Occupational Standards (NOS) from the Management & Leadership and Business & Administration suites of NOS. The Level 3 Professional Award in Successful Project Management is an IAM Endorsed Course and successful completion will lead to candidates achieving the Level 3 certificate.

## National Occupational Standards Covered

- Unit CFA BAA 152– Business & Administration  
Plan, run and evaluate projects
- Unit CFA M&L FA5 – Management & Leadership  
Manage projects

### TARGET AUDIENCE

The IAM Level 3 Professional Award in Successful Project Management has been designed for managers and supervisors who have responsibility for the day to day management of projects as well as staff who are key members of project teams and undertake some responsibility for achieving projects.

No previous qualifications are required to gain access on to this workshop – just a desire to learn effective project management techniques and enhance career development, although candidates must have responsibility for and/or work within a project environment. A multiple choice paper has to be completed at the close of the course so a good standard of reading and writing is essential.

### COURSE OVERVIEW

The IAM Level 3 Professional Award in Successful Project Management is a highly participative and practical workshop that will enable all candidates to develop their skills towards the NOS detailed above. Group work, discussion, practical activities and observation are all used to maximise the candidate's skills and knowledge retention.

A detailed and challenging case study project has been designed which candidates will work on at various stages of the course to allow them to practise the skills covered during previous workshop sessions. All candidates receive a detailed workshop manual and a back to work action plan designed to encourage use of the new knowledge and to assist in developing competence.

### COURSE STRUCTURE

The IAM Level 3 Professional Award in Successful Project Management comprises one unit entitled 'Managing a Project Successfully', made up of 20 guided learning hours delivered across 3 x 8 hour sessions. It is mandatory that candidates attend and complete all sessions, as well as pass a multiple choice exam paper, in order to achieve the award. The exam paper consists of 40 questions and is graded as follows: Pass 20-27 marks; Merit 28-33 marks; Distinction 34+ marks.

### COURSE LEARNING OUTCOMES

- Learning Outcome 1: Understand the concept of project management
- Learning Outcome 2: Understand the process for defining a project
- Learning Outcome 3: Understand the challenges involved in planning for a project
- Learning Outcome 4: Understand how to successfully implement and execute a project
- Learning Outcome 5: Understand the process of negotiation when managing a project
- Learning Outcome 6: Understand the need for effective project closure

## COURSE AIMS

This IAM Level 3 Professional Award in Successful Project Management aims to increase a candidate's knowledge and understanding of the principles of project management and so enable them to competently perform their duties and achieve success in their projects. Success in projects will enable organisations to achieve their business objectives and support sustainability.

## COURSE OBJECTIVES

Candidates will review their previous project management experiences and identify areas that need improvement. They will discover the four essential documents required for conception and definition of the project prior to stakeholder approval. Candidates will be introduced to an incredibly effective project planning process and learn how to logically structure their project planning to assure effective achievement of their objectives.

Next, candidates will find out how to monitor, track and control the project and how to deal with and overcome project problems. They will learn essential people management skills to motivate the project team to achieve project goals and deadlines as well as understand how to facilitate the four different types of meetings the project manager has responsibility for during this phase.

Candidates will develop influencing and persuasion skills to help them become more assertive in their negotiations. They will learn how to structure and prepare for negotiations to enable a "win – win" outcome. This negotiation module will culminate in an intensive role play activity involving all the candidates and which is the conclusion of the case study project they have been working on over previous days. Finally, candidates will understand how to complete the three areas of project evaluation required of project management as well as how to complete the project report and stakeholder sign off.

## CERTIFICATION

All candidates that attend and complete all workshop sessions and achieve a minimum of 50% in the multiple choice paper will receive the IAM Level 3 Professional Award in Successful Project Management certificate.

## DELIVERY METHODS

- Tutor facilitation and input
- Group activity and discussion
- Case studies and role play
- Multiple choice exam paper

## COURSE TIMINGS/REFRESHMENTS

The workshop is delivered over three consecutive days, commencing promptly at 9.00am and finishing at 5.00pm. Each session will last for 50 minutes followed by a 10 minute break. Candidates should arrive at 8.45am for breakfast, lunch will be served at 12.30pm and tea, coffee and water are available throughout.

## COURSE NUMBERS

Maximum of 15 candidates

## SUPPORT MATERIAL

All candidates will receive a comprehensive workshop manual with quality session summary sheets covering each element of the course to enable full utilisation of the learning back in the workplace.

## COURSE FACILITATOR

The IAM Level 3 Professional Award in Successful Project Management is facilitated by IAM Endorsed Trainers only, ensuring that all course delivery is of the highest quality.

## COURSE CONTENT

A summary of the course content follows...

# Course Content

## MODULE 1

### INTRODUCTION

What is a project?  
 Characteristics of project management  
 Difficulties associated with project management  
 The seven most common project problems  
 What is failure in project terms?  
 Roles & responsibilities  
 The project leader's role  
 The three dimensions of the project leaders role  
 The two directions of project management  
 The two approaches to people management  
 The four phases of a project

## MODULE 2

### PHASE 1: CONCEPTION & DEFINITION

The four documents required to define a project  
 Introduction to Peak Health case study  
 Activity – Identify the Pulselow stakeholders  
 How to identify your stakeholders  
 Gathering information from your key stakeholders  
 Four categories of information required from stakeholders  
 The importance of time, cost, quantity and quality  
 The objectives statement  
 The problem with some SMART objectives  
 Update to Peak Health case study  
 Activity – Write an objectives statement for Pulselow  
 Update to Peak Health case study  
 The scope of work statement  
 Scope of work statement template  
 Introduction to risk assessment  
 A professional approach to risk assessment  
 Activity – Complete a risk assessment for Pulselow  
 Risk monitoring

## MODULE 3

### PHASE 2: PLANNING

What is planning?  
 Task-boarding planning methods  
 Allocating responsibilities  
 Empowerment of key stage owners  
 Milestones  
 Time estimation  
 Guidelines for time estimation  
 Contingencies in time estimation  
 Project completion date  
 Budgets and cost control  
 Contingency planning in cost estimation  
 Project records  
 Project log book  
 Launching the project

## MODULE 7

### ASSESSMENT FOR IAM PROFESSIONAL AWARD

Structured workshop review with facilitator  
 Candidate personal revision time  
 Multiple choice paper assessment

## MODULE 6

### PHASE 4: RUN-DOWN & CLOSURE

Completing projects  
 Project evaluation  
 Stakeholder evaluation  
 The project life cycle evaluation  
 The performance evaluation  
 Final report  
 Final report template  
 Project sign-off

## MODULE 5

### PROJECT NEGOTIATION SKILLS

What is negotiation?  
 Understanding what constitutes a win/win negotiation  
 Preparing for the negotiation meeting  
 Tips for bargaining  
 Influencing in projects  
 Key principles of influencing in projects  
 How to structure your negotiation  
 Project Negotiation Activity Brief  
 Activity – Pulselow project manager's brief  
 Activity – Pump Action sales director's brief  
 Activity – Negotiation meeting preparation form  
 Activity – Observer's brief

## MODULE 4

### PHASE 3: IMPLEMENTATION & EXECUTION

Monitoring the project  
 Controlling the project  
 Tracking the project  
 What is motivation?  
 Maslow's hierarchy of needs  
 Herzberg's two factor theory  
 Vroom's expectancy theory  
 Motivating people in practice  
 Problems in project management  
 Understanding the problem solving process  
 Developing solutions to project problems  
 Activity – A problem with Pulselow  
 Action planning  
 Coping with changes  
 Reasons why projects experience change  
 Meetings  
 Problems with project meetings  
 Informal regular 1:1 meetings  
 Informal short team meetings  
 Formal project progress meetings  
 Formal project review meetings with key stakeholders

**Please note:** We are constantly evaluating and reviewing all our courses to ensure that Human Performance continue to offer the very best learning opportunities for clients and candidates. As a result of these reviews we may amend course content to better assist candidates to achieve the course objectives and learning outcomes.

All workshop prospectuses will be updated periodically to reflect any changes to our modules and session plans but Human Performance reserves the right to substitute any modules and sessions detailed above where it believes this will improve upon the objectives of the workshop, whilst ensuring that workshops stay closely mapped to the relevant National Occupational Standards.

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