

► OVERVIEW

INTRODUCTION

Information Systems (IS) projects are part of all modern enterprises. The Programme in Project Management (IS) of USB Executive Development (USB-ED) exposes those owning, managing and taking leadership roles on projects with an Information Technology (IT) component to project management principles and techniques, as well as the latest thinking and research on IS project management and the factors which influence success.

WHAT SETS THIS INTERVENTION APART?

IS projects are often faced with technical, process and people challenges, and the dismal success rates of IS projects are well known. Research has indicated that project success rates are positively influenced by organisational maturity, adherence to established project management principles, and strong project leadership by suitably qualified and experienced project managers.

The success of Agile and Iterative project execution approaches, like the scrum methodology, has led to the value of project management in software development being questioned. However, methodologies, such as Prince2, and certifications, such as the PMI's PMP and the OGC's Prince2 practitioner, are becoming widely acknowledged as signifying competence in project management. This often creates confusion for the practitioner who wishes to obtain a recognised but appropriate qualification. The Programme in Project Management (IS) focuses on the discipline of project management by discussing and putting into context the various approaches to managing and executing projects without alignment to any of these approaches. USB-ED thus ensures that those completing the programme will not only have the ability to manage an IS project, but are also left with a clear career path for their personal development.

PAST PARTICIPANTS' COMMENTS

"This was an excellent course which has clarified my new career choice/path for me. I am going back with skills that I need to manage a project." – ES Roos, Project Manager, ITS

"Attending this course is a solid investment in my career and one of the best decisions I've made. It is informative and the knowledge imparted to me invaluable. I now have the tools to mould my career further." – Willmund van Aarde, Microsoft Systems Engineer, Dimension Data

FOLLOW-UP PROGRAMMES

- Programme in Scheduling in MS Project (3 days)*
- Programme in Advanced Project Leadership (5 days)*
- Programme in Advanced Project Metrics (5 days)*

* programme flyers available on request

► WHO

WHO SHOULD ATTEND?

This programme is aimed at middle to senior managers who need to initiate, manage and control IT-intrinsic projects, as well as technical and business professionals leading teams that need to execute work on these projects, or oversee the work executed by the project teams.

In addition, professionals who stumbled upon project management as a career and who would like to formalise their knowledge with sufficient grounding in theory, while mapping out their future development path, will find this intervention highly valuable.

ADMISSION REQUIREMENTS

No tertiary qualification is required. Candidates with three years of IT leadership experience or five years of general management (with exposure to IT) experience may be admitted to the programme.



WHEN & WHERE

CAPE TOWN

10 – 14 September 2012

08:15-17:30

FEES

FEES

R12 900

Please note that programme fees, faculty and dates are subject to change.

ENQUIRIES

CONTACT PERSON:

Claire Sissing

Tel: +27 (0)21 918 4222

Fax: +27 (0)21 918 4478

Email: claire.sissing@usb-ed.com

FACULTY PROFILE

Mr Martin Butler

▶ WHAT

CONTENT OVERVIEW

The following content will be covered:

ORIENTATION TO PROJECT MANAGEMENT (IS)

Definition of a project and project management; project management framework and terminology; foundations of project management theory; the relationships between performance, cost, time and proper planning; IS projects versus operations; the IS project life-cycle; project outputs and organisational outcomes

DELIVERING SUCCESSFUL PROJECTS

Project success versus project management success; IS project critical success factors (CSF); IS project key success criteria (KSC); IS project stakeholders and role players; process, technology and people in harmony

APPROACHES TO PROJECT MANAGEMENT

Role players in project management (PMI / APM / IPMA / PMSA / OTG); project management methodology with emphasis on Prince2 and SCRUM; organisation maturity for project management; process; the transition from practitioner to project manager

PLANNING AND SCOPE FORMULATION

The purpose of project planning; IS project planning techniques and approaches; process-intrinsic (SDLC) versus user-intrinsic (Agile/Iterative) planning norms and standards; the performance, quality, cost and time relationship; scope formulation process

SCOPE MANAGEMENT

Project charter; evaluating a project scope; defining a statement of work (SOW); work breakdown structures (WBS); dependencies and estimating; IS activity schedules and impact on project scope; scope creep and scope changes on IS projects

CONFIGURATION AND GOVERNANCE

Project management methodologies; proper project governance; project metrics; the different dimensions of true project status; achieving project delivery via proper communication

ISSUE AND RISK MANAGEMENT

Project risk management; risk evaluation and mitigation; typical information technology risks and mitigation strategies; issue management; IS projects in the business environment and the impact of operations and other projects on issues and risks

TIME AND COST MANAGEMENT

The non-linear relationship between IS project cost and time; measuring IS project activities; the Gantt chart as a management tool; earned value, critical path and critical chain basics

QUALITY MANAGEMENT

Project performance baselines; embedding IS project quality into the WBS; formal assessment of project quality; role of end-users in ensuring project quality

COMMUNICATIONS MANAGEMENT AND CHANGE MANAGEMENT

Project governance; communication; management requirements for project communication; communication objects, methods and events; developing a management summary of the project status

MONITORING AND CONTROLLING PROJECTS

Above- and below-the-line activities; role of the project management office (PMO); project progress reports; earned value management; corrective actions

PROJECT CLOSURE

Benefits realisation to ensure organisational outcomes from project deliverables; administrative closure versus contractual closure; categorising of IS project endings (integration, starvation, addition, extinction, etc.); delivering project outputs to derive organisational outcomes

NQF ALIGNMENT

This programme is presented on the complexity level of an NQF 8.

▶ BENEFITS

HOW WILL YOU BENEFIT?

The Programme in Project Management (IS) aims to equip participants with the knowledge required to complete IT-intrinsic projects successfully through active class discussions, case studies and practical examples. Participants will learn, and share with others, how to optimise IS development and delivery processes to conclude projects effectively through the application of project management principles. After the successful completion of this programme, participants will be able to:

- identify the practices that negatively impact on their organisation's ability to execute projects successfully and ensure improvement in these success factors;
- measure the project management maturity level of an organisation and define actions to create an environment that enables suitable project management;
- understand the different methodologies and standards in IS projects as well as their benefits and limitations;
- initiate, scope, plan and control an IS project by applying the principles of project management tailored for the project size and complexity;
- deal effectively with all team members and stakeholders;
- mitigate risks on IS projects successfully;
- report accurately on project progress; and
- ensure proper project handover to maximise organisation benefits.

CERTIFICATION

On successful completion of the programme, participants will receive a certificate from the University of Stellenbosch. Successful candidates will also automatically become Associate Members of Project Management South Africa.

CREDITS

On successful completion of this programme, participants are eligible for **10 credits towards the present curriculum of the MBA-degree and the MDevFin-degree of USB**, subject to the following conditions:

- Credits towards the MBA- or MDevFin degree cannot be gained on a group assessment. Therefore delegates that are interested to gain credits for this programme towards the MBA- or MDevFin of the USB, must either submit the assignment individually or, in addition to a group assignment (60% pass mark), pass an individual 3 hour closed book examination (50% pass mark).
- Gaining these credits does not automatically allow, nor guarantee acceptance on the MBA- or MDevFin programme of the USB, nor obviate the application process.
- The writing of the examination and subsequent claim to credits towards the MBA- or MDevFin can be exercised any time up to three years after gaining the certificate.

Completion of this programme also entitles the delegate to exemption from the Project Management module in the Senior Management Development Programme.

USB-ED is registered as a platinum status Registered Education and Training Provider at **PMSA (Project Management South Africa)** and completion of this programme will qualify a delegate as a member of PMSA.

USB-ED's Programmes in Project Management and Advanced Project Management are now accepted by the **Engineering Council of South Africa (ECSA)** as learning programmes. On successful completion of one of these programmes, a professional engineer may earn 5 Continued Professional Development (CPD) credits towards Category 1, by applying to ECSA.

ASSESSMENT

The home assignment consists of the development and submission of a project plan for a project of own choice by a syndicate of a maximum of 5 persons. The pass mark is 60%. Assignments must be submitted within approximately 6 weeks after the course work.

► FEES

FEES

R12 900

Fees include programme fees, programme material, lunch and refreshments, and are payable before the commencement of the programme.

CANCELLATION POLICY

It is of utmost importance that USB-ED be formally notified of cancellation 14 days prior to the commencement date of the programme. A cancellation fee of 10% will be payable for cancelling fewer than 14 days prior to the commencement of the programme.