



Ithuta JV

Holhuta Ka Tsebo
Learning from Experience

Course Content: Fundamental Project Management

1. Introduction and Overview

- 1.1. Projects and Project Management
- 1.2. Characteristics and Features of a Project
- 1.3. A Systems View of a Project
 - 1.3.1. Project Management as a System
- 1.4. Project Management and Investment
- 1.5. Uncertain and Unpredictable Environments
- 1.6. Project Hierarchies and Project Control
- 1.7. Principles and key Issues of Project Management
- 1.8. Factors for Successful Projects

2. Generic Project Management

- 2.1. PM Associations and International Standards
- 2.2. PRINCE2 and PMBoK
- 2.3. PMBoK Basics
- 2.4. PM Process Groups
- 2.5. PMBoK Knowledge Areas
- 2.6. Project Life Cycle
- 2.7. Project Process Groups
- 2.8. Process Group Interactions
- 2.9. Initiating Process Group
- 2.10. Planning Process Group
- 2.11. Executing Process Group
- 2.12. Monitoring and Controlling Process Group
- 2.13. Closing Process Group
- 2.14. PM Knowledge Areas
 - 2.14.1. Integration Management
 - 2.14.2. Scope Management
 - 2.14.3. Time Management
 - 2.14.4. Cost Management
 - 2.14.5. QA Management
 - 2.14.6. Communications Management
 - 2.14.7. Risk Management
 - 2.14.8. Procurement Management
 - 2.14.9. Technology Management
 - 2.14.10. Value Management
 - 2.14.11. Information Technology Management Group
 - 2.14.12. Knowledge Areas and Process Groups
- 2.15. Glossary of PM Terms



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3. Programmes, Portfolios and Projects

- 3.1. Relationship Between Programmes, Portfolios and Projects
- 3.2. Objectives of Programme Management
- 3.3. Project Management
- 3.4. Programme Management
- 3.5. Portfolio Management
- 3.6. Project Prioritisation and Prioritisation Process
- 3.7. Project Benefits Analysis
- 3.8. Identifying and Estimating Benefits
- 3.9. Projects and Value
- 3.10. Project Evaluation
- 3.11. Strategy, Programmes and Projects

4. Project Management Phases and Stages

- 4.1. Capital and Investment Management
- 4.2. Business Case and Project Lifecycle
- 4.3. Project Phase Classifications
- 4.4. Monitoring and Controlling Processes
- 4.5. Project Stage and Phase Deliverables
- 4.6. Project Implementation Process
- 4.7. Baseline Documents
- 4.8. Project Initiation and Mobilisation
- 4.9. Motivation
- 4.10. Project Planning
- 4.11. Project Execution
- 4.12. Project Closure

5. Project Management and Support Functions

- 5.1. Quality Assurance
- 5.2. Technology Management
- 5.3. HR Management
- 5.4. Value Engineering
- 5.5. Information Technology
- 5.6. Project Implementation Plan
- 5.7. Change Control Management
- 5.8. Project Closure
- 5.9. Common Reasons for Projects Failures and Successes



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6. Project Planning and Cost Management

- 6.1. Overview
- 6.2. Planning and Scheduling
 - 6.2.1. Gantt Charts
 - 6.2.2. Work Breakdown Structure (WBS)
 - 6.2.3. WBS for Project Control and Evaluation
- 6.3. Scheduling
 - 6.3.1. Network Notation Systems
 - 6.3.2. Time Limited versus Resource Limited Scheduling
 - 6.3.3. Project Buffers
- 6.4. Project Cost Management
 - 6.4.1. Cost Estimating
 - 6.4.2. Types of Cost Estimates
 - 6.4.3. Rules for Cost Estimates
 - 6.4.4. Budgets
 - 6.4.5. Cost Control
 - 6.4.6. Cost Control Parameters
 - 6.4.7. Earned Value
 - 6.4.8. Earned Value Measurement
 - 6.4.9. Requirements of a Cost Management System
 - 6.4.10. Cost Risk Management
- 6.5. Cost and Capex Management
 - 6.5.1. Capex Management Plans
 - 6.5.2. Capital Budgeting
 - 6.5.3. Capital Efficiency

7. Construction Management

- 7.1. Governance
- 7.2. The Construction Manager
- 7.3. Contract Management
- 7.4. SHE Management Applicable to Construction Management
- 7.5. Construction Risk Management: SHE Related
- 7.6. Quality Management
- 7.7. HR Management
- 7.8. Site Communications Management
- 7.9. Stakeholder Management
- 7.10. IT Management



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8. Project Value Management

- 8.1. Overview of the VM Process
- 8.2. Basic Concepts of VM
- 8.3. Value and Cost
- 8.4. Value Management and the Strategic Fit of Projects
- 8.5. The Project Value Chain
- 8.6. Project Value Systems
- 8.7. VM and Project Phases
- 8.8. VM Decision Levels and the Project Life Cycle
- 8.9. Project Function Analysis
- 8.10. VM Processes
- 8.11. Opportunities for Value Engineering
- 8.12. Summary of Value Management

9. Project Risk Management

- 9.1. Overview of Risk and Project Risks
- 9.2. RM Terminology
- 9.3. Risk Assessment and Mitigation Process
- 9.4. Risk Management
- 9.5. Generic Project Risk Factors
- 9.6. Identifying Project Risk Factors
- 9.7. Identifying Project Risks
- 9.8. Environmental, Safety and Technical Threats
- 9.9. Hazard Studies
- 9.10. Risk Evaluation and Response
- 9.11. Determining the Probability of Risks
- 9.12. Risk Assessment Representations
- 9.13. Risk Register
- 9.14. Implementation of Risk Management
- 9.15. Risk Management Checklist
- 9.16. Using RM Software

10. Project Management Competency

- 10.1. Assessment Criteria for PM capability
- 10.2. PM Maturity
- 10.3. Project Competency and Capability and PM Roles/Responsibilities
- 10.4. Project Team Management
 - 10.4.1. The Role of the Project Manager
 - 10.4.2. Project Leadership and Team Performance
 - 10.4.3. Project Knowledge Management and Team Learning
 - 10.4.4. Knowledge Portfolios
- 10.5. Best Practices