17 Project and programme management

Criteria	Range	Resource identified
17.1 Principles of project management	Principles – Project brief, project goals, success criteria, project life cycle (initiation, planning, implementation, monitoring, reporting, evaluation), constraints	https://www.wrike.com/project-management-guide/faq/what-are-the-principles-of-project-management/ https://www.wrike.com/blog/project-management-best-practices-infographic/
	risk management (budget, cost, quality, time, safety, resource availability, communication, reputation, changing requirements)	https://www.projectmanager.com/blog/risk-management-process-steps https://www.wrike.com/blog/ultimate-guide-to-project-risk-part-1-risk-assessment/ https://www.wrike.com/blog/ultimate-guide-to-project-risk-part-2-risk-management/ https://kissflow.com/project/project-risk-management/
	Collaborative working (matrix working, collaborative technologies)	https://www.matrixmanagementinstitute.com/blog/collaboration-foundation-great-matrix-teams/ https://consoltech.com/blog/types-of-collaboration-technology/ https://www.siue.edu/~hbutler/documents/CMIS342Report.pdf
17.2 Roles and responsibilities in projects	Roles – Stakeholders (clients, regulators), project manager, team members	https://www.villanovau.com/resources/project-management/project-team-roles-and-responsibilities/ https://its.ucsc.edu/project-management/docs/brown-bag-docs/project-roles-and-resp-for-presentation.pdf https://hubstaff.com/tasks/project-team-roles-responsibilities
	Responsibilities – Communication, monitoring, planning, finance, reporting	https://www.greycampus.com/opencampus/project-management-professional/communication-methods https://www.teamgantt.com/blog/why-communication-is-important-in-project-management

17.3 Project planning and control	Planning – Resource requirements (time, budget, human resources, training needs, communication needs, production facilities)	https://www.projectmanager.com/resource-management https://www.theprojectgroup.com/blog/en/resource-planning-in-project-management/
	Planning – Gantt charts	https://www.mindtools.com/pages/article/newPPM_03.htm https://www.apm.org.uk/resources/find-a-resource/gantt-chart/
	Planning – critical path analysis (CPA), management of interdependencies	https://www.investopedia.com/terms/c/critical-path-analysis.asp https://www.mindtools.com/pages/article/critical-path-analysis.htm https://hbr.org/1963/09/the-abcs-of-the-critical-path-method https://www.youtube.com/watch?v=fr2-xLTpeHM
	Planning – project evaluation review technique (PERT)	https://www.wrike.com/project-management-guide/faq/what-is-pert-in-project-management/ https://www.projectmanager.com/pert-chart https://en.wikipedia.org/wiki/Program_evaluation_and_review_technique
	Planning – contingency planning	https://www.pmi.org/learning/library/contingency-planning-necessity-risk-assessment-8898 https://www.projectmanager.com/blog/contingency-plan
	Control – Monitoring reports (budget, quality, cost, time), manage by stages, manage by exception	https://www.ecosys.net/knowledge/what-is-project-controls/ https://www.apm.org.uk/media/7364/planning-scheduling-monitoring-and-control_final_websample.pdf