

Diploma in Programme and Project Management

Valid from July 2007

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Diploma in Programme and Project Management

This qualification is the result of collaboration between the Chartered Management Institute and the APM Group to develop a progressive qualification for Programme and Project Management, which reflect the needs of people working in those disciplines, as well as promoting and supporting continued learning and development.

Introduction

The qualification is designed to meet the needs of managers responsible for programmes or projects, who wish to extend their skills and knowledge to embrace further programme and project management disciplines. It is expected that learners will already be working in a Programme or Project Management environment, although the qualification is also open to learners wishing to build on their general management skills.

The qualification concentrates on the development of a clear understanding of the range of disciplines that underpin successful programme or project management and their practical application. In the context of personal development, it also provides a foundation for continuing professional and personal development in programme or project management.

By completing the Diploma, learners will learn how to:

- understand the business, social and political contexts that impact on programmes or projects
- develop a focused, disciplined approach to developing and implementing plans and controls for programmes or projects
- apply a range of methodologies to programmes or projects • enhance communication and use information more effectively
- improve team and individual performance.

Learners have to complete all SEVEN core units and the Integrative Assessment and EITHER the two units for Programme Management OR the two units for Project Management.

Core Units (7 units)

DPPM01 – Business Context
DPPM02 – Principles of Programme and Project Management
DPPM03 – Risk Management
DPPM04 - Quality Management
DPPM05 - Change and Configuration Management
DPPM06 - Managing People
DPPM07 - Managing Contracts

and

DPPM12 - Integrative Assessment

and either

Units for Programme Management (2 units) DPPM08

- Programme Planning
DPPM09 - Programme Monitoring and Control

Or

Units for Project Management (2 units)

DPPM10 - Project Planning
DPPM11 - Project Monitoring and Control

Prior Learning

Learners wishing to take this qualification need to have experience or qualifications in management, programme or project management. Centres are encouraged to use their discretion in accepting learners for this qualification. In addition, Centres retain the discretion to allow exemption from study and/or assessment against another qualification which they have reviewed, to ensure it meets the content and learning outcomes. In these instances, authenticated copies of the qualification and the review of its content must be made available to the external verifier. However, no exemptions from assessment are allowed for unit DPPM06 (which is independently assessed) and unit DPPM12 (the integrative assessment).

Exemptions

A number of qualifications – including PRINCE2, APMP, PMIP, MOR, MSP and ISEB – provide partial exemption from a number of the units of this qualification. A maximum of two units can be claimed as exemptions through the accreditation of prior learning (APL) process. Partial exemption will result in learners being exempt from the study requirement of the unit. They will be required to provide evidence that the learning outcomes have been met, and will be required to produce a reflective statement confirming that their capability in that area is current. Learners who have completed the Certificate in Programme and Project Management will have gained 4 units towards the achievement of the Diploma.

Relationship to the National Occupational Standards

The qualification links with the National Occupational Standards for Project Management and the National Occupational Standards for Leadership and Management, and a summary document showing these links is available to Approved Centres.

Assessment

Chartered Management Institute awards are professional qualifications that demand high standards of knowledge, understanding, reasoning and judgement, coupled with clarity of expression. Our approach to assessment for all our qualifications is built on the following principles:

- a) the assessment should, wherever possible, use work-based evidence drawn from the learner's own organisational experience
- b) Approved Centres will have clearly identified how the organisational dimension to the learner's evidence and assessment will be incorporated into the assessment process
- c) the assessment process will be sufficiently flexible to allow for the diversity of learners organisational experience to be used, and will take into account special needs of any learner for whom work-based evidence will be difficult to obtain
- d) the assessment process will not compromise or present any risk to learner, organisational or commercial confidentiality
- e) the assessment process will recognise equal opportunity issues, will take due account of the values and ethics of management, and will focus on the application of the concepts of management in practice
- f) the assessments must be valid, reliable and fair.

We encourage our Centres to develop approaches to assessment which are flexible to meet the needs of their learners, but we need to be assured that practice and outcomes are consistent in rigour and quality between Centres.

One way in which we achieve this is for one unit of the qualification to be assessed to a specification produced by CMI which meets regulatory requirements for independent assessment.

For the Diploma in Programme and Project Management unit DPPM06 – Managing people, will be the independently assessed unit.

All of the other learning outcomes will be assessed by the Approved Centre to a specification agreed with CMI, and checked by the CMI’s External Verifier. The External Verifier will sample learner work throughout the programme to ensure that all the requirements are met.

For the Diploma in Programme and Project Management, CMI requires learner to complete an integrative assessment, the requirements for which are shown in unit DPPM12.

Guided Learning Hours

These are used as a notional measure of the substance of a qualification, and help Centres determine what teaching and learning resources are going to be needed to support learners. They are based on an estimate of the time that might actually be spent by the learner being taught or instructed, as well as time learners spend on structured learning such as directed assignments, assessments on the job or supported individual study or practice. So as a learner you can use these Guided Learning Hours to help you plan the effective use of your time to achieve the unit outcome.

	Guided Learning Hours
Units	
DPPM01 – Business context	15
DPPM02 – Principles of programme and project management	25
DPPM03 – Risk management 15 DPPM04 - Quality management	15
DPPM05 - Change and configuration management	15
DPPM06 - Managing people 30 DPPM07 - Managing contracts	15
DPPM12 - Integrative assessment 20	
	Units for Programme Management
DPPM08 - Programme planning	20
DPPM09 - Programme monitoring and control	40
Units for Project Management	
DPPM10 - Project planning	30
DPPM11 - Project monitoring and control	30
Qualification total	210

Support and Help

As a student member of CMI, you can access a wide variety of help, information, reading lists and management texts, via our website www.managers.org.uk/students.

Qualifications Frameworks and Credit Transfer

Qualifications at this level:

- recognise the ability to increase the depth of knowledge and understanding of an area of work or study to enable the formulation of solutions and responses to problems and situations • involve the demonstration of high levels of knowledge, a high level of work expertise in job role
- are appropriate for people working as higher grade technicians, professionals or managers.

Qualifications at this level are at the same level as intermediate Higher Education qualifications such as Diplomas of Higher Education, Foundation and other degrees.

This qualification has been credit-rated by SQA for the Scottish Credit and Qualifications Framework with 73 points at Level 9.

The qualification you will achieve on successful completion of this programme is the:
Diploma in Programme and Project Management

Unit DPPM01 – Business context

Overview

This unit covers the business context in which programmes or projects are created and run, and those areas of general business operation which could be of importance to the setting up and running of a programme or project.

Aims

To help you learn how to:

1. Understand the business change context within which programmes or projects operate.
2. Understand business organisation structures and business operations.
3. Understand the challenges facing, and the impact of change on, business operations.
4. Differentiate between programme or project management and operational management.
5. Explain the organisational benefits of programme or project management.

Unit content

Strategic planning:

- the principles of strategic planning, and the main elements of the programme or project management process
- the importance of gaining the understanding and commitment of senior management to programmes or projects which support the achievement of strategy

Business change management:

- what business change management means, and its relationship to programmes or projects
- ethical and governance issues which impact on programme or project management within the business change context
- the benefits of programmes or projects and their management within the business change context

Business operational issues:

- how corporate bodies are structured and operate
- how programme or project management differs from day-to-day operational management
- understanding key business functions and how they impact on programme or project management activities
- the challenges involved in managing business operations and the implications of change on them
- how to position a specific programme or project within general business functions
- how to identify those parts of the business which will be affected by and contribute to any particular programme or project

Programme or project management in context:

- the use and value of programmes or projects, and the importance of programme or project management as professional disciplines
- the purpose of programme or project management and its contribution to design, delivery, monitoring and control of the required outcomes
- the impact of the programme or project context – political, social, economic, technological and environmental – on their management and governance
- the legal and regulatory context in which programmes or projects are managed
- how to establish and launch a well structured and managed programme or project taking into account governance issues involved, regulatory constraints and environmental factors

Financial management

- potential sources of finance and how they would be managed during programme or project lifecycles
- how programme or project funding sits within governmental and corporate budgeting and cost centre structure
- aspects which might be covered by programme or project audit

Learning outcomes

When you have completed this unit, you will know how to:

1. Interpret a strategic plan, or programme definition and plan.
2. Define what constitutes a programme or a project, what constitutes programme or project management, and explain how an effective programme or project would be established, launched and monitored.
3. Explain the implications of managing a specific programme or project and the range of activities encompassed within it.
4. Explain the implications of managing a specific programme or project within a business change context.
5. Identify the range of factors which have an impact on the management and governance of a programme or project.
6. Create a statement of funding sources for a programme or project.
7. Carry out a programme or project audit.

Unit DPPM02 – Principles of programme and project management

Overview

This unit covers the main elements that need to be considered when creating an operating environment for a programme or a project and when considering the basic management standards that need to be adopted by the organisation running the programme or the project.

Aims

To help you learn how to:

1. Develop a programme or a project strategy.
2. Develop a set of success criteria for a programme or a project.
3. Describe the fundamentals of a business case for a programme or a project.
4. Establish suitable governance and support structures for a programme or a project.

Unit content

Programme or project strategy and lifecycle:

- how to define success criteria for a programme or a project
- the typical lifecycle of a programme or project from conception to post programme or project evaluation and review
- how to select a programme or project strategy to manage a programme or project throughout its lifecycle
- the relationship between programme or project product lifecycles and technical methodologies
- where programmes or projects fit within organisational management
- how to identify the needs and expectations of programme or project stakeholders
- how to define and populate suitable management organisation structures for a programme or project

Programme or project methodologies:

- the range of standard methodologies – for example MSP and PRINCE2 – used to manage programmes or projects
- the use of Bodies of Knowledge in programme or project design and management
- why it is important to develop an effective programme or project management environment
- how to select and tune programme or project methodologies and lifecycles for a specific programme or project

The business case:

- the fundamentals of a business case and how the business case should be used to maintain the direction of and inform decision-making within a programme or project during its lifecycle
- the financial components and forecasts, including risk appraisal, which need to be developed for effective programme or project design and management
- the need to develop a communications strategy to keep stakeholders informed appropriately
- when and why to use professional support in developing and promoting the business case

Programme or project support:

- the need to identify as an integral part of programme or project design and planning, the support needed to deliver the programme or project outcomes
- when and how to use external advice and guidance
- what support tools are appropriate for a specific project or programme

Learning outcomes

When you have completed this unit, you will know how to:

1. Explain the criteria which affect the selection of a suitable programme or project strategy.
2. Define the success criteria for a specific programme or project.
3. Define and set up a suitable programme or project management organisation structure for a specific programme or project.
4. Select and tune a methodology and/or Body of Knowledge.
5. Define a support environment for a programme or project, and demonstrate how programme or project support office services would be integrated into a specific programme or project.
6. Create a Business Case for a programme or project.
7. Conduct stakeholder management on a programme or project.

Unit DPPM03 – Risk management

Overview

This unit covers the fundamentals of risk management and how they should be applied to programmes or projects.

Aims

To help you learn how to:

1. Establish a risk aware culture for a programme or project.
2. Source guidance and assistance in the management of risk.
3. Apply risk management to a programme or project and manage risks within it.

Unit content

Risk awareness:

- the strategic perspective on developing a culture of risk awareness
- the relationship of programme or project risk management to corporate risk
- the need for effective communication to promote and develop risk awareness activities within programme or project activities

Risk management discipline:

- risk analysis, risk identification and risk classification
- risk logging and management

Risk management and control:

- how to select risk control options within programme or project constraints and legislative requirements
- how to document and communicate risk control measures
- how to measure effectiveness of risk control and monitor risk management within the programme or project
- how to identify and implement countermeasures in a way to minimise adverse impact on programme or projects

Learning outcomes

When you have completed this unit, you will know how to:

1. Identify, analyse and classify risks.
2. Create and populate a risk logging system.
3. Develop risk plans.
4. Identify and implement countermeasures for specific risks.
5. Manage specific risks on a programme or project.

Unit DPPM04 – Quality management

Overview

This unit covers the essential elements of quality management, and how they should be applied to a programme or project.

Aims

To help you learn how to:

1. Establish a quality aware culture for a programme or project.
2. Apply quality management principles and techniques on a programme or project.
3. Demonstrate that quality has been achieved on a programme or project.

Unit content

Quality awareness:

- the context and uses of a corporate Quality Management System (QMS)
- how programmes or projects interface with corporate QMS
- the purpose of quality management, and the relationship between quality assurance, quality planning and quality control
- the need for effective quality management on programmes or projects

Quality management discipline:

- how the application of effective quality processes and procedures result in the achievement of quality within a programme or project
- which quality control methods are available and what their strengths and weaknesses are

Quality management and delivery:

- which quality standards are suitable for programme or project deliverables
- how to specify quality expectations for programmes or projects
- the need for a quality audit trail for programme or project deliverables
- how and when to review programme or project deliverables from a quality perspective
- how to establish that programme or project deliverables have met agreed quality standards

Learning outcomes

When you have completed this unit, you will know how to:

1. Integrate a programme or project into an existing corporate Quality Management System.
2. Create a programme or project quality plan and establish a quality management plan for a specific programme or project.
3. Achieve programme or project deliverables to agreed quality standards.

Unit DPPM05 – Change and configuration management

Overview

This unit covers the potential methods of capturing and controlling changes and issues on a programme or project, and the managing of the programme or project configuration.

Aims

To help you learn how to:

1. Create an issue management system.
2. Implement issue and change management.
3. Apply configuration management.

Unit content

Change and configuration management:

- what issues within a programme or project are likely to result in the need for change
- how such issues and the resulting changes should be managed and the concept of configuration management
- what the elements of configuration management are, including: - securing the integrity of project or programme deliverables
 - storage, retrieval and security of programme or project products
 - access and version numbering
- why it is important that change requests should be managed rationally

Management of information:

- why it is important to establish effective information management within a programme or project
- procedures and systems needed for information retrieval
- systems for managing, controlling and storing documentation

Learning outcomes

When you have completed this unit, you will know how to:

1. Describe the potential sources of change within a programme or project.
2. Integrate issue resolution and change action into the plans for an operational programme or project.
3. Describe how configuration should be properly implemented and managed within a programme or project.

Unit DPPM06 – Managing people

Overview

This unit covers the issues and problems involved in managing people effectively, including the aspects involved in creating and managing a team of people working on a programme or project.

Aims

To help you learn how to:

1. Define team competence requirements.
2. Build, lead and manage a team of people.
3. Deal with interpersonal issues within the team.

Unit content

Job and competence definition:

- ways of analysing and defining the competences needed for specific programmes or projects and the activities needed to complete them
- ways of appraising individual competence and capability
- the importance of considering career development opportunities within programme or project teams, and ways to identify individual development needs

Leading teams:

- sources for programme or project resources and the options available to procure them
- how to source and select team members with the appropriate competence profile and within the resources set, for a specific programme or project
- the impact of health, safety, legal and welfare requirements on teams
- why it is important to develop an environment and a team structure in which team members can work effectively together
- methods of motivating teams and individuals within the programme or project context, and methods of accelerated team building
- how to lead teams effectively in the programme or project context
- how to delegate effectively
- why it is important to communicate effectively within the team

Dealing with people in a programme or project context:

- what cultural and ethical issues can affect the ability of an individual to contribute fully to a specific programme or project
- what decision-making and problem-solving methods can be used effectively in the team within a programme or project context
- ways of identifying and resolving team and individual conflict
- how to develop and establish a mentoring approach within the team

Learning outcomes

When you have completed this unit, you will know how to:

1. Define the competences required for a specific programme or project.
2. Specify and secure personnel resources with the competences required by a specific programme or project.
3. Identify a structure and form for a programme or project team.
4. Motivate and manage a team.
5. Plan the induction of individuals into a programme or project, and their subsequent mentoring.
6. Carry out appraisal of team and individual performance within a programme or project.

Unit DPPM07 – Managing contracts

Overview

This unit outlines the important aspects of procurement management as they apply to a programme or project.

Aims

To help you learn how to:

1. Assess options for the procurement of programme or project resources.
2. Assess the suitability and content of different contract types.
3. Use and manage the tendering process in sourcing resources for programmes or projects.

Unit content

Procurement:

- ways of providing the resources required for programmes or projects
- the procurement lifecycle and the impact of timescales on procurement options and decisions
- the impact of contract law and EU regulations

Contracts and tendering:

- the benefits of different types of contract and their uses for different types of programmes or projects
- the need to select an appropriate contract strategy for a programme or project
- the advantages and disadvantages of different procurement strategies and payment methods
- the major elements of the tendering process and its application within programmes or projects

Negotiations and managing suppliers:

- the principles of negotiation
- how to manage contractors and suppliers within programme or project constraints and the contract strategy

Learning outcomes

When you have completed this unit, you will know how to:

1. Identify the form and type of contract appropriate to a specific programme or project.
2. Analyse risk and plan for contingencies to overcome shortages, disruptions and delays.
3. Manage contractors and suppliers.
4. Identify the key milestones in the procurement process.
5. Plan and manage procurement.

Unit DPPM08 – Programme planning

Overview

This unit covers the basic approaches and techniques of planning a programme and how they can be used to maximise success.

Aims

To help you learn how to:

1. Describe the need for, and methods involved in, planning a programme
2. Create a set of plans covering activities, resources, costs and time.

Unit content

Planning principles:

- the principles behind planning and the need to produce plans for a programme
- how to integrate project plans into an overall programme plan
- the stages and phasing of programmes and the impact these have on plans
- the iterative nature of planning
- applying the concept of plan tolerance

Planning approach and supporting techniques:

- planning techniques available, their strengths and weaknesses, and their suitability in different circumstances
- how to identify activities and deliverables, including breakdown structures
- dependencies and interdependencies within and between plans
- applying estimating principles and techniques
- scheduling programme resources, activities and costs, using tools such as Gantt charts
- budgeting techniques

Learning outcomes

When you have completed this unit, you will know how to:

1. Specify the deliverables and activities of a specific programme.
2. Specify and estimate the resources required for a specific programme and their means of procurement.
3. Prepare budget estimates for time and resources.
4. Cost and price a specific programme.
5. Produce a schedule for a specific programme.

Unit DPPM09 – Programme monitoring and control

Overview

This unit covers the processes and techniques for monitoring and controlling a programme.

Aims

To help you learn how to:

1. Implement a monitoring system for a programme.
2. Ensure all necessary aspects of programme operation are controlled.
3. Ensure that decision-making about programme progress and activities is supported by effective information coming from the monitoring system.

Unit content

Decision-making:

- how to establish a suitable decision making process to ensure effective direction of a programme
- decision-making roles and responsibilities
- decision-making techniques
- using an effective decision-making process to ensure effective direction of a programme and to recover from any deviations from the forecast plan

Data collection:

- how to establish links into the constituent parts of a programme
- how to specify programme reporting structures and frequency
- the need to validate data as necessary
- ways of presenting the data effectively to inform decision-making

Performance measurement, forecasting and re-planning:

- how to identify the range of elements within a programme which need to be monitored and how to establish any relative priorities
- how to use effective measurement techniques for project delivery against plan
- how to control work packages
- the need to reforecast and re-plan to respond to variances and deviations from original plan

Transition management:

- how to identify the processes needed to ensure achievement of programme outcomes, once the constituent outputs have been delivered
- how to identify the key stakeholders who can influence the effectiveness of achieving programme outcomes
- how to manage these stakeholders so as to achieve the organisation and cultural changes needed to ensure achievement of programme outcomes

Benefit management:

- how to specify and quantify programme benefits, and link them to programme business case and funding decisions

- how to link objectives and deliverables to programme benefit achievement
- how to monitor benefits during the lifecycle of a programme
- how to measure benefit achievement and manage the delivery of programme benefits following delivery of project outcomes

Learning outcomes

When you have completed this unit, you will know how to:

1. Identify suitable monitoring techniques for a programme and explain how to implement them.
2. Identify a suitable information flow and reporting process for a specific programme.
3. Create and complete progress and variance reports for a specific programme.
4. Specify and manage suitable transition management activities for a specific programme.
5. Specify and deliver programme benefits.

Unit DPPM10 – Project planning

Overview

This unit covers the basic approaches and techniques of planning a project, and how they can be used to maximise success.

Aims

To help you learn how to:

1. Describe the need for, and methods involved in, planning a project.
2. Create a set of plans covering activities, resources, cost and time.

Unit content

Planning principles:

- the principles behind planning and the need to produce plans for projects
- how plans should be structured
- the stages and phasing of projects and the impact these have on plans
- the iterative nature of planning
- applying the concept of plan tolerance

Planning approach and supporting techniques:

- planning techniques available, their strengths and weaknesses, and their suitability in different circumstances
- how to identify activities and deliverables, including breakdown structures
- dependencies and interdependencies within and between plans
- applying estimating principles and techniques
- identification of project resource needs, sources for project resources and the options available to obtain them
- scheduling project resources, activities and costs

Plan coverage:

- what areas plans should cover
- budgeting techniques
- defining suitable work packages and work allocation within the plan

Learning outcomes

When you have completed this unit, you will know how to:

1. Specify the deliverables and activities of a specific project.
2. Specify and estimate the resources required for a specific project and their means of procurement.
3. Prepare budget estimates for time and resources.
4. Cost and price a specific project.
5. Produce a schedule for a specific project.

Unit DPPM11 – Project monitoring and control

Overview

This unit covers the processes and techniques for monitoring and controlling a project.

Aims

To help you learn how to:

1. Implement a monitoring system for a project.
2. Ensure all necessary aspects of project operation are controlled.
3. Ensure that decision-making about project progress and activities is supported by effective information coming from the monitoring system.

Unit content

Decision-making:

- how to establish a suitable decision making process to ensure effective direction of a project
- decision-making roles and responsibilities
- decision-making techniques
- using an effective decision-making process to ensure effective direction of a project and to recover from any deviations from the forecast plan

Data collection:

- how to establish the nature, type and quantity of data needed
- the need to identify and use up-to-date and adequate sources of data to underpin the decisionmaking process
- the need to validate data as necessary
- ways of presenting the data effectively to inform decision-making

Performance measurement, forecasting and re-planning:

- how to identify the range of elements within a project which need to be monitored and how to establish any relative priorities
- how to use effective measurement techniques for each element against plan
- how to control work packages
- the need to re-forecast and re-plan to respond to variances and deviations from the original plan
- project closedown and handover

Learning outcomes

When you have completed this unit, you will know how to:

1. Identify suitable monitoring techniques for a project and explain how to implement them.
2. Identify a suitable information flow and reporting process for a specific project.
3. Create and complete progress and variance reports for a specific project.
4. Define the closedown and handover requirements for a specific project.

Unit DPPM12 – Integrative assessment

Overview

Candidates are required to show that they have met all the learning outcomes in each unit of the syllabus. The unit assessment should extend into areas beyond the context in which the candidate normally works, to ensure their ability to perform in a variety of programme or project contexts.

In order to gain the full Diploma, candidates also need to complete an integrative assessment, which enables them to demonstrate how they have brought together and applied all the learning within the syllabus to a real workplace programme or project.

This is in the form of a reflective case study of a programme or project for which they have been either solely responsible or have taken a significant role in its management, control and direction. The reflective case study should build up a theoretical picture of how the programme or project looked and developed, and should include:

- an outline of the business context within which the programme or project was operating
- details of the organisational and resource structure within which it was delivered, showing the candidate's own role within the structure
- a demonstration of how programme or project initiation was approached, including the plan for the programme or project
- a demonstration of how the candidate handled the following aspects of the programme or project
 - setting-up the management organisation structure
 - monitoring and controlling the work
 - delivering acceptable quality
 - risk analysis, identification and management
 - any contractual issues
 - configuration management and issue/change control
 - the people and stakeholder management issues encountered and resolved
- what the candidate would, on reflection, do differently to achieve a better programme or project outcome

This integrative assessment is based on a real programme or project activity from the context within which the candidate works, but the reflective analysis should draw on the range of learning with which the candidate has engaged during the development programme.

Candidates who have been granted full or partial exemption from any unit should ensure that their integrative assessment fully explores their capability and experience in the units for which they have received exemption.

Learning Outcomes

When you have completed this unit, you will know how to:

1. Agree the scope and definition of programmes or projects and assess the business context in which the programme or project operates.
2. Develop and implement programme or project initiation and planning to achieve stated goals.
3. Establish programme or projects resourcing and control.
4. Identify and allow for critical or uncertain factors in the realisation of the programme or project.
5. Define relevant performance measures to monitor success.
6. Review and evaluate programme or project achievements.