

<b>Unit Title: Project, Operations and Quality Management</b>	<b>Unit Code: POQM</b>
<b>Level: 5</b>	<b>Learning Hours: 160</b>
<b>Learning Outcomes and Indicative Content:</b>	
Candidates will be able to:	
<ol style="list-style-type: none"> <li><b>1. Understand the key stages of planning and preparing a project</b> <ol style="list-style-type: none"> <li>1.1 Explain the activities involved in the sizing and scoping of a project</li> <li>1.2 Describe the steps in the process of developing plans for a project</li> <li>1.3 Explain how project roles, tasks and resources are effectively allocated</li> <li>1.4 Describe how lines of responsibility and accountability are established and the methods used to control costs and resources</li> </ol> </li> <li><b>2. Understand how projects are managed efficiently and effectively</b> <ol style="list-style-type: none"> <li>2.1 Discuss the importance of leadership in the context of project teams and methods which can be used to motivate team members</li> <li>2.2 Explain how potential risks to project success can be identified, assessed, mitigated and minimised</li> <li>2.3 Describe different methods of monitoring and evaluating project progress</li> <li>2.4 Explain how project teams can work together to adjust plans in the light of monitoring, evaluation and overcoming problems as they arise</li> <li>2.5 Discuss the importance and methods of communication used to ensure that all team members and the project client/sponsor are kept involved in and informed of any adjustments to the project plan</li> </ol> </li> <li><b>3. Understand the actions to be taken at project completion</b> <ol style="list-style-type: none"> <li>3.1 Describe potential difficulties which may arise at the time of project completion and handover to the client/sponsor</li> <li>3.2 Describe possible methods of ensuring that all agreed project outcomes have been achieved</li> <li>3.3 Describe possible procedures to be followed to ensure a successful handover to the client/sponsor</li> <li>3.4 Provide examples of post-project actions to be taken regarding payments, records and other documentation</li> <li>3.5 Explain the purpose and nature of a post-project audit and the potential benefits of conducting one</li> </ol> </li> <li><b>4. Understand how to effectively plan the operational processes and activities of an organisation or business unit</b> <ol style="list-style-type: none"> <li>4.1 Explain how organisations, and business units within them, can identify their external and internal customers</li> </ol> </li> </ol>	

- 4.2 Describe potential methods which can be used to establish the needs of customers
- 4.3 Describe key aspects of the product development process
- 4.4 Discuss the importance of setting operational objectives and targets for business units, teams and individuals
- 4.5 Describe how work activities can be planned to ensure that targets and objectives are achieved
- 4.6 Discuss the importance of involving people in the planning process and possible ways of encouraging their participation
- 4.7 Explain the concept of 'ownership' of plans and activities and the importance of ensuring that all people are, and feel, appropriately involved in their review and in any changes to them

**5. Understand how operational activities can be effectively organised**

- 5.1 Explain the importance of devising and implementing work processes and systems that will ensure that what is produced is of the required standard, quantity and delivered on time
- 5.2 Explain the need for continuous monitoring and review of activities and adjustment of the plan
- 5.3 Describe possible methods of monitoring performance against planned outcomes and how variances can be identified and addressed

**6. Understand the need for the management of quality and how this can be achieved in organisations**

- 6.1 Explain the need for the management of quality and the benefits of it for the organisation
- 6.2 Compare the relative merits of different approaches to the management of quality, including the use of international standards and business excellence or similar models
- 6.3 Discuss the importance of having a holistic approach to quality management which is fully operational throughout the organisation

**7. Understand how the organisation can design and implement effective quality management**

- 7.1 Discuss how an organisation might design a quality management process to meet its own needs
- 7.2 Discuss how an organisation might use continuous improvement techniques within its quality management process
- 7.3 Discuss possible barriers to the successful implementation of quality management
- 7.4 Discuss the importance of involving all people in the organisations in the improvement of quality and how that might be achieved

**Assessment Criteria:**

- Assessment method: written examination
- Length of examination: three hours
- Candidates should answer four questions from a choice of eight each question carrying equal marks.

**Recommended Reading****Helpful texts and useful websites:**

Maylor H, *Project Management*, (paperback), Financial Times/Prentice Hall, 3<sup>rd</sup> edition (2002)

ISBN 10: 0273655418

ISBN 13: 978-0273655411

Cook, CR, *Just Enough Project Management*, McGraw-Hill, 1<sup>st</sup> edition (2004)

Bell D, McBride P, Wilson G & O'Neil M, *Managing Quality*, Butterworth-Heinemann Ltd, 2<sup>nd</sup> Rev edition (2005)

ISBN 10: 0750648376

ISBN 13: 978-0750648370

Bank J, *The Essence of Total Quality Management* (The Essence of Management Series), Prentice Hall (1992)

ISBN 10: 01328490X

ISBN 13: 978-0132849029

**Websites:**

[www.businessballs.com](http://www.businessballs.com)

[www.qualityclinics.com/ams.htm](http://www.qualityclinics.com/ams.htm)

[www.investorsinpeople.co.uk/Standard](http://www.investorsinpeople.co.uk/Standard)

[www.iso.org/tc176/ISO9001AuditingPracticesGroup](http://www.iso.org/tc176/ISO9001AuditingPracticesGroup)

[www.referenceforbusiness.com](http://www.referenceforbusiness.com)