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| **Minor Award Name** | **Project Management** |
| **Minor Award Code** | **6N4090** |
| **Level** | **6** |

**Suggested resources to support delivery:**

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| **Theme/Topic** | **Type** | **Relevance** | **Author/Source** | **Web Link** |
| An Introduction to Project Management (PM)*PM Theory* | Manual | Downloadable, easy read ‘Intro to Project Management’ student manual. Broken down into 5 Project process groups (phases): Initiating, Planning, Executing, Controlling and Closing. Could be useful as a text to further develop/adapt for use.  | Source: Mansfield Community Education Centre | <http://www.mansfield.vic.gov.au/Libraries/Community_Development/Intro_to_Project_Management_Manual.sflb.ashx> |
| Six Stages of a Project*PM Theory* | Article | Easy read article explaining the classic six stages of a project; 1. Definition 2. Initiation 3. Planning 4. Execution 5. Monitoring & Control 6. Closure | Source: Project Smart | <http://www.projectsmart.com/project-management/the-stages-of-a-project.php> |
| Classic six-stage project management model*PM Theory* | Articles and Infographic | A unit of online articles and infographics to support the development of the skills required to plan a project using the classic six-stage PM model. Components of the project plan and communication matrix are explored, together with an introduction to tools and techniques to aid planning. Pages lead into Mapping tasks and activities, Scheduling, Estimating Costs and Revenues and Project Planning.  | Source: University of SurreyDerived from © Open University | <http://libweb.surrey.ac.uk/library/skills/Starting%20a%20project%20OU/B713_2_section3.html> |
| PM Methodologies*PM Theory* | Article | A complete introductory guide to a range of Project Management methodologies, describing; Agile - collaborating to iteratively deliver whatever worksScrum - enabling a small, cross-functional, self-managing team to deliver fastKanban - improving speed and quality of delivery by increasing visibility of work in progress, and limiting multi-taskingScrumban - limiting work in progress like Kanban with a daily stand up like ScrumLean - streamlining and eliminating waste to deliver more with lessXP - Extreme Programming methodology– doing development robustly to ensure qualityWaterfall - planning projects fully, then executing through phasesPRINCE2 - controlled project management that leaves nothing to chancePMI’s PMBOK - applying universal standards to waterfall project management. | Author: Ben Aston | <http://www.thedigitalprojectmanager.com/project-management-methodologies-made-simple/> |
| PM Methodologies*PM Theory* | Article | Provides an overview of popular PM methodologies, including; Waterfall, Agile, Hybrid, Critical path method, Critical chain project management, Six Sigma and Scrum. Details key considerations in choosing the most effective methodology for a project. | Author: Moira Alexander | <http://www.cio.com/article/2950579/methodology-frameworks/how-to-pick-a-project-management-methodology.html> |
| A Pocket Companion to PMI’s PMBOK® Guide 5th Edition*PMBOK*® *Framework**Theory & Practice* | Book / Pocket Guide | Comprehensive, easy to follow guide to everything Project Management in 13 chapters in line with the PMBOK framework, covering; Integration Management, Scope Management, Time Management, Cost Management, Quality Management, Human Resource Management, Communications Management, Risk Management, Procurement Management and Management of Stakeholders.  | Authors: Thomas Wuttke, Paul Snijders and Anton ZandhuisPublished by Van Haren | [https://www.amazon.co.uk/pocket-companion-Pmbok-Guide-Fifth/dp/9087538049/ref=sr\_1\_1?ie=UTF8&qid=1500902325&sr=8-1&keywords=A+pocket+companion+to+PMIs+PMBOK%C2%AE+Guide+Fifth+edition](https://www.amazon.co.uk/pocket-companion-Pmbok-Guide-Fifth/dp/9087538049/ref%3Dsr_1_1?ie=UTF8&qid=1500902325&sr=8-1&keywords=A+pocket+companion+to+PMIs+PMBOK%C2%AE+Guide+Fifth+edition) |
| Project Management Concepts (from PMBOK® 5th Ed)*PMBOK*® *Framework**Theory & Practice* | Presentation Slides | A complete whilst concise presentation on Project Management based on the PMBOK framework, including, the pillars of PM, Project lifecycle, PM processes, Project integration, making a project charter, defining project scope, the project schedule, cost management, quality management, human resources, forming the project team, communications, risk management, procurement and stakeholder management.  | Author: Jeremy Jay Lim | <https://www.slideshare.net/smartgeek1375/project-management-concepts-from-pmbok-5th-ed> |
| Project Management*PMBOK*® *Framework**Theory & Practice* | Mind Maps | A comprehensive range of Mind Maps, useful as visual representations of Project Management Knowledge Areas aligned with PMBOK® 5th Edition. | Author: Babou SrinivasanSource: leadershipchamps.wordpress.com | <https://leadershipchamps.wordpress.com/project-management-mind-maps/> |
| Project Management*PMBOK*® *Framework**Theory & Practice* | Process Flow Diagram | A simple, one-page process flow diagram of the 47 PMBOK® (5th edition) PM processes.  | Author: Ricardo Viana Vargas | <https://www.slideshare.net/ricardo.vargas/ricardo-vargas-simplifiedpmbokflow5edcoloren> |
| Project Management – The Basics | Presentation Slides | Online slideshow covering the basics of PM including a clear introduction to the topic, definitions, project scheduling, project roles, project communications and a group exercise.  | Author: Tito Sierra | <https://www.slideshare.net/tsierra/project-management-basics> |
| Project Management | Website Tools and TemplatesApp | Very useful website for teachers and students with a broad range of articles covering multiple Project Management Frameworks, Scheduling, Scope Management, Communicating and Delegating, Reporting Progress, Change Management, Project Improvement and Review. Packed full of useful tools, templates and resources covering all aspects of the project lifecycle. A free, clear and easy to use ‘Mind Tools’ app is also available for free download.  | Source: Mind Tools Ltd.  | <https://www.mindtools.com/pages/main/newMN_PPM.htm>Link to download free app:<https://www.mindtools.com/Apps/> |
| Project Management | Website | Easy to navigate website containing project management training videos, guides, templates, downloadable EBooks and articles. Tailored to US environment whilst applicable to PM as a whole.  | Source: Project Manager | <https://www.projectmanager.com/resources> |
| Project Management Terminology*PM Theory* | Infographic | Very useful cheat sheet featuring a definition of 50 project management terms.  | Source: Apex Global LearningShuba Kathikeyan | <https://www.techinasia.com/talk/common-project-management-terms-infographic> |
| PM Skills*PM Theory* | Article and Infographic | Good article and visual depiction of hard skills and soft skills for project managers and how to balance the two.  | Source: Brandeis University | <http://projectmgmt.brandeis.edu/resources/infographics/balance-of-hard-and-soft-skills-2/> |
| Writing a Business Case*Project Initiation*  | Article | An easy read article providing an overview of developing a business case document; detailing its structure, style and use of appropriate language. | Source: Skills You Need | <https://www.skillsyouneed.com/write/business-case.html> |
| Project Charter*Project Initiation*  | Toolkit | A comprehensive website featuring everything students need to master the project charter, including, templates, samples, guides and video tutorials.  | Source: Casual PM | <https://project-charter-template.casual.pm/> |
| Roles within a Project Team*Project Initiation*  | Article | Concise article discussing the three concepts of project teams in PMBOK: 1) what the various roles on the project team are, 2) dedicated vs. part-time members of the project team, and 3) virtual project teams. | Author: Jerome Rowley | <https://4squareviews.com/2013/01/29/5th-edition-pmbok-guide-chapter-2-project-teams/> |
| Stakeholder Management Plan*Stakeholder Management* | Template | The Stakeholder Management Plan identifies the management strategies required to effectively engage stakeholders. The level of details can vary based on the needs of the project. Free template available to download.  | Author: Marc Arnecke | <http://project-management.magt.biz/templates/10-stakeholder-mgmt/index.php> |
| Stakeholder Analysis Matrix Template*Stakeholder Management* | Template | Useful template for stakeholder management which can be used to identify the stakeholders for a project, including their level of influence, which issues are important to them and how they will be engaged. | Author: Piroska Bisits Bullen | <http://www.tools4dev.org/resources/stakeholder-analysis-matrix-template/> |
| Understanding the PM triple constraint*Planning the Project* | Article | Useful article covering the ‘triple constraint’, Time, Cost and Scope and its effect on quality, discussed in layman’s terms.  | Author: Duncan Haughey | <https://www.projectsmart.co.uk/understanding-the-project-management-triple-constraint.php> |
| Work Breakdown Structure*Planning the Project* | Online Tool | Very useful, easy to use free web software for building WBS Charts.  | Source: WBS Tool | <http://www.wbstool.com/> |
| Project Canvas*Planning the Project* | Article and Template | Based on the ‘Business Model Canvas’ the BEDENK Project Canvas visualises, simplifies, integrates and actively involves people in the project. A very useful template for PM which is free to download.  | Source: BEDENK | <http://www.bedenk.be/en/projectcanvas> |
| Managing Project Resources*Planning & Scheduling the Project* | White Paper | A useful guide to managing resources as an integrated part of the project planning and scheduling process - before and during the life of a project. A free guide to best practices for managing project resources effectively. | LiquidPlanner, Inc. | <http://go.liquidplanner.com/resource-management-best-practices/?_ga=2.39854626.1824568680.1500935930-2082157020.1500935930> |
| Gantt Charts*Project Scheduling* | Infographic | A Gantt Chart can be used to track the end to end schedule of a project, highlighting key dependencies and the ongoing progress of a project. The infographic displays 7 benefits of using a Gantt Chart.  | Author: Ashley CoolmanSource: Wrike Blog | <https://www.wrike.com/blog/gantt-chart-software-for-project-management-infographic/?utm_source=pinterest&utm_medium=socials&utm_campaign=blogposts> |
| Financial and Budgetary Controls*Project Cost Management* | Online Text Extract | Structured text covering financial and budgetary controls for a PM. Containing a Learning objective, key points, terminology, rationale and example financial forecasting calculations. | Source: Boundless.com | <https://www.boundless.com/management/textbooks/boundless-management-textbook/control-8/financial-and-project-management-tools-of-control-64/financial-and-budgetary-controls-325-4025/> |
| 5 basic principles*Change Management*  | Articles | This article explores the basic principles of change management, and provides some useful tips for applying said principles to effectively manage change. | Source: Team Technology.co.uk | <http://www.teamtechnology.co.uk/changemanagement.html> |
| A Toolkit*Change Management* | Website | A comprehensive info kit/toolkit detailing theory, methodologies and techniques to help manage change effectively.  | Source: Jisc | <https://www.jisc.ac.uk/guides/change-management> |
| *Risk Management* | Articles, Templates and Matrix | Comprehensive collection of free risk matrix examples supported by informative articles and downloadable templates.  | Source: Smartsheet | <https://www.smartsheet.com/all-risk-assessment-matrix-templates-you-need> |
| Introduction,Theory & Practice*Risk Management* | Presentation | Comprehensive presentation outlining theory and practice for risk management. Covering What is Risk Management (RM), RM Cycle, Categories of risk, Risk Register, Risk Appetite, Tips for success, Why RM may fail and a Summary and Conclusion.  | Author: DCU Risk & Compliance OfficerSource: Dublin City University | <https://www.dcu.ie/sites/default/files/ocoo/pdfs/Risk%20Mgt%20Training%20Slides.pdf> |
| Development of a Quality Management Plan*Quality Management*  | Website | Comprehensive and easy to follow guide to Quality Management; an overview of quality management, quality management activities, Quality Plan components, quality objectives, rationale, who is involved and the end result. With links to activities, a how to guide and templates.  | Source: Do it, Project Management Advisor, University of Wisconsin System | <https://pma.doit.wisc.edu/plan/3-2/what.html> |
| Six Components of a Procurement Management Plan *Procurement Management* | Article | Straightforward article detailing components of a Procurement Management Plan.  | Author: Tenstep AdminSource: Tenstep | [https://tenstep.com/Procurement+Management+Plan](https://tenstep.com/Procurement%2BManagement%2BPlan) |
| Using the Stages of Team Development*Managing Project Teams* | Article | Excellent article discussing Tuckman’s framework for stages of team development; Forming, Storming, Norming and Performing and how they can provide a useful framework for looking at a team to maximise productivity. | Author: Judith SteinMassachusetts Institute of Technology | <http://hrweb.mit.edu/learning-development/learning-topics/teams/articles/stages-development> |
| Building a team*Managing Project Teams* | Video | ‘Build a Tower, Build a Team’ a 7 minute video gives some interesting insight on teams and team building. Included is a great exercise that you can use in the classroom as a team building session: ‘the marshmallow problem’ to demonstrate the importance of building a team.  | Author: Tom Wujec Source: Ted Talk, YouTube | <https://youtu.be/H0_yKBitO8M> |
| Building a team*Managing Project Teams* | Handout | A handout containing instructions for completing ‘the marshmallow problem’. A team building exercise featured in the previous video ‘Build a Tower, Build a Team’. *(Features US measurements, easily adaptable for use)* | Author: A Learning Affair | <https://www.teacherspayteachers.com/Product/Marshmallow-Challenge-Handout-1264032?utm_campaign=TransactionalEmails&utm_source=sendgrid&utm_medium=email> |
| Creating harmony in a collaboration*Managing Project Teams* | Video | In this novel Ted Talk Itay Talgum demonstrates the unique styles of six great 20th-century conductors and in doing so illustrates crucial lessons relevant to all leaders. | Author: Itay TalgumSource: Ted Talk, YouTube | <https://youtu.be/R9g3Q-qvtss> |
| The puzzle of motivation*Managing Project Teams* | Video | Healthy teams are key to success; Dan Pink’s ‘The Puzzle of Motivation’ Ted Talk discusses motivation and how a manager can motivate a team in order to succeed.  | Author: Dan PinkSource: Ted Talk, YouTube | <https://youtu.be/rrkrvAUbU9Y> |
| 27 ways to refocus a team*Managing Project Teams* | Infographic | Interesting visual designed by a PM when her team was not functioning as a unit. Could be useful in the classroom as a discussion starter.  | Author: Mia MacMeekin | <https://anethicalisland.wordpress.com/2013/06/24/27-ways-to-refocus-a-team/> |
| Avoid Scope Creep *Project Management* | Article  | 8 tips to prevent or at least manage scope creep from taking over a project. | Author: Tim Clark | <https://www.liquidplanner.com/blog/manage-scope-creep-even-prevent-happening/> |
| Trello*Online PM Tool* | Online Tool | Online Team/Project Management Platform | Source: Trello.com | <https://trello.com/> |
| Basecamp*Online PM Tool* | Online Tool | Online Team/Project Management Platform | Source: Basecamp.com | <https://basecamp.com/> |
| Slack*Online PM Tool* | Online Tool | Online Team/Project Management Platform | Source: Slack.com | <https://slack.com/> |
| Asana*Online PM Tool*  | Online Tool | Online Team/Project Management Platform | Source: Asana.com |  <https://asana.com/> |
| Dapulse*Online PM Tool* | Online Tool | Online Team/Project Management Platform | Source: Dapulse.com | <https://dapulse.com/> |
| Kanban Tool*Online PM Tool* | Online Tool | Visual Project Management Tool | Source: Kanbantool.com | <http://kanbantool.com/> |
| Project Management*Case Studies* | Case Studies | The Project Lab is a great blog to visit for real life case studies on project management related studies. Covering a range of topics from time management to recovering a struggling project that has gone wrong.  | Source: The Project Lab | <https://www.theprojectlab.com/> |
| Project Management*PM Templates* | Templates | Full range of free, downloadable PM templates, covering all stages of project lifecycle from initiation to tracking, logs and task management. Over 100 customisable templates to choose from in the following areas:* Project Dashboard Templates
* Project Status Report Templates
* Resource and Capacity Management Templates
* MS Office Project Templates
* Project Trackers and Gantt Chart Templates
* Agile Project Management Templates
* Project Plan Templates
* Project Timeline Templates
* Task Management
* Registers and Logs Templates
* Project Initiation and Management
* Project Closure
* Project Budget and Cost Management

All templates come with clear instructions and list of best practices for use. | Author: Swapnil Wale | <http://www.techno-pm.com/> |

**Useful Organisations/Blogs:**

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| **Name** | **Contact Information** |
| Quality and Qualifications Ireland (QQI) | <https://www.qqi.ie/Pages/Home.aspx> |
| Further Education Support Service | <http://www.fess.ie/> |
| Project Management Institute Ireland  | <http://www.projectmanagement.ie/> |
| Irish Chapter of PMI | <https://pmi-ireland.org/> |
| Centre for Project Management (CPM) | <http://www.cpm.ul.ie> |
| Project Management Association Ireland | <http://www.projectmanagementassociation.ie/> |
| International Project Management Association | <http://www.ipma.world/> |
| PM Hut Blog | <https://pmhut.com/> |
| Voices on PM Blog | <https://www.projectmanagement.com/blogs/286796/Voices-on-Project-Management?blogName=Voices-on-Project-Management> |
| Capterra PM Blog | <http://blog.capterra.com/articles/project-management/> |
| PM Tips Blog | <http://pmtips.net/> |
| PM Student Blog | <http://pmstudent.com/> |
| Project Management Institute Educational Foundation | <https://pmief.org/library/resources/project-management-toolkit-for-teachers?tab=tab-introduction> |

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| **MOOCs (Massive Online Open Courses)** |
| Free access to online coursesSearch regularly for new courses and new start dates | <https://www.mooc-list.com/> |
| Project management: the start of the project journey | <http://www.open.edu/openlearn/money-management/management/leadership-and-management/managing/project-management-the-start-the-project-journey/content-section-0> |
| Planning a project: classic 6 stage model | <http://www.open.edu/openlearn/money-management/management/business-studies/planning-project/content-section-2.2> |
| Managing projects through people | <http://www.open.edu/openlearn/money-management/management/business-studies/managing-projects-through-people/content-section-0#content-tab> |
| Implementing the project | <http://www.open.edu/openlearn/money-management/management/business-studies/implementing-the-project/content-section-0> |
| Project governance and Project Management Office (PMO) | <http://www.open.edu/openlearn/money-management/management/project-governance-and-project-management-office-pmo/content-section-0#content-tab> |
| Completing the project | <http://www.open.edu/openlearn/money-management/management/business-studies/completing-the-project/content-section-0#content-tab> |
| Managing virtual project teams | <http://www.open.edu/openlearn/money-management/management/managing-virtual-project-teams/content-section-0> |
| How teams work | <http://www.open.edu/openlearn/money-management/management/leadership-and-management/how-teams-work/content-section-0#content-tab> |
| Business Fundamentals: Project Management | <https://www.futurelearn.com/courses/project-management?utm_medium=referral&utm_campaign=sidebar&utm_source=mooc-list> |
| Project Management: The Basics for Success  | <https://www.coursera.org/learn/project-management-basics> |
| Initiating and Planning Projects | <https://www.coursera.org/learn/project-planning>  |
| Managing Project Risks and Changes | <https://www.coursera.org/learn/project-risk-management>  |
| Principles of Project Management | <https://www.open2study.com/courses/principles-of-project-management?utm_medium=referral&utm_campaign=pagebody&utm_source=mooc-list> |
| Leading Teams | <https://www.coursera.org/learn/leading-teams>  |
| Budgeting and Scheduling Projects | <https://www.coursera.org/learn/schedule-projects>  |
| Project Management (Short Course) | <http://www.oxfordhomestudy.com/courses/project-management-courses-online/free-online-courses-with-certificates-in-project-management> |
| Diploma in Project Management | <https://alison.com/course/diploma-in-project-management> |
| Introduction to Risk Management | <https://www.udemy.com/risk-management-an-introduction/> |
| Lynda.com – (Online) Project Management Training*30 day free trial available*  | <https://www.lynda.com/in/project-management?utm_source=google&utm_medium=cpc&utm_campaign=l1-US-Search-Biz-Project+Management&cid=l1-us:en:ps:lp:prosc:s29:39:all:google:mbm-project_management_courses&utm_content=85774420386&utm_term=%2Bproject%20%2Bmanagement%20%2Bcourses&src=go-pa&veh=skwd-18614424812_pcrid_85774420386_pkw_%2Bproject%20%2Bmanagement%20%2Bcourses_pmt_b_pdv_c_ext__plc__trg__agid_4068014466_cmid_89876346_adp_1t2_net_g&lpk35=9137> |