

PROJECT MANAGEMENT STUDY PROGRAM

INTRODUCTORY MODULE on THE PROGRAM, 'STUDY GUIDE' and EXAMINATION INFORMATION

What is a 'Project'?

Essentially a '**project**' is a way of working, a way of organising people, materials and machines; and a way of managing certain tasks. Primarily it involves the co-ordination and management of work to achieve a specified '**outcome**'. All activities of management are practiced to attain certain goals or objectives. But what differentiates '**project management**' from other branches of management is that it is **totally focused on a specific outcome**, and once that outcome has been achieved, the project ceases to be necessary, and the project is stopped. Contrast that with running a production line, or managing certain business operations, for example; those are tasks which run continuously and have no one single '**end point**'.

A project starts at a defined point of time, ends at a specific point in time, and it is complete when the '**outcome**' - normally being that which was agreed upon at the beginning of the project, and normally defined in terms of specific tangible '**deliverables**' - is complete. Commonly there are limited resources available - most frequently money and peoples' time - with which and within which to deliver the desired outcome. When the outcome is delivered, something will have changed.

All projects share one common characteristic, which is the projection of ideas and activities into new endeavours. But although different projects might have some common features, each project is unique, with a specific one-off set of activities. The principal identifying characteristic of a project is its **novelty**. It is a step into the unknown, and is often fraught with risk and uncertainty. No two projects are ever exactly alike: even a "repeated" project will differ from earlier versions in one or more commercial, administrative or physical aspects.

Categories of Projects

The common, layman's perception of a '**project**' is of a large-scale - and often spectacular - endeavour, such as the construction of a sports stadium or sports complex; sending a "probe" to another planet; research to find a cure for an illness or disease or infertility; and so on. But there are many, many more projects started every day of the year, which might be far smaller in scope, but nevertheless the results of which are of great importance to those people who conceive, manage and benefit from those projects. A project might be the first introduction of a computer system or the installation of an updated computer system into a business, the planning of a sales promotion campaign, arranging training for new recruits to a sales team, arranging finance for new equipment purchases, the development of a new stretch of agricultural land, changes to working practices or working hours - the possibilities are endless!

The range of reasons for embarking on projects, and what is involved, their sizes, costs in terms of time, effort and money, is enormous. However, as a general rule, projects may be classified under four main headings:-

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★ Industrial Projects

Projects which fall into this category include civil engineering, construction, petrochemical extraction, mining and quarrying. A common feature of them is that the “fulfilment phase” must be conducted on a site that is exposed to the elements, and which is usually remote from the contractor’s head office. These projects involve special risks and problems of organisation. They often require huge capital investment, and they deserve - but do not always receive - rigorous management of progress, finance and quality.

Frequently the funding and resources needed for very large industrial projects are too great for one contractor to risk - or even to secure. The organization and communications are therefore likely to be complicated by the participation of a number of different specialists and contractors, with the main participants possibly acting together as a “consortium” or “joint venture company”.

★ Manufacturing Projects

The aim of manufacturing projects might be to produce a piece of equipment or machinery, a ship, an aircraft, a spacecraft or a satellite, a land vehicle, or some other large or small piece of specially designed hardware. The finished product might be purpose-built for a single customer, or the project could be generated and funded from within an enterprise for the design and development (R & D) of a new product intended for subsequent manufacture and sale in quantity.

Manufacturing projects are usually undertaken in factories or workshops or other home-based environments, where the manufacturer’s own personnel should be able to exercise on-the-spot management and provide an optimum environment. Unfortunately, such ideal conditions do not always exist. Some manufacturing projects can involve work away from the home base, for example in installation, commissioning and start-up, initial customer training and subsequent service and maintenance. More difficult is the case of a complex product (such as an aircraft, for example) which is developed and manufactured by a consortium of companies, possibly crossing international borders, with additional problems of risk, contractual difficulties, communication, co-ordination and control.

★ Management Projects

Examples of this category of projects include the relocation of an enterprise’s headquarters, the development and introduction of a new computer system, the launch of a marketing campaign, the preparations for a trade exhibition, the production of feasibility or other study reports, the restructuring of an organization. Basically this category covers any operation which involves the management and co-ordination of activities to produce an end result that is not identifiable principally as an item of hardware or construction, and which might even be intangible.

There are also many primarily ‘**service-based**’ projects which involve the management and co-ordination of activities to produce a desired end result, which might not necessarily be tangible in nature. Examples include the staging of professional or amateur sporting events, the organising of sight-seeing trips or other travel, organising “hospitality” functions, such as wedding receptions and birthday parties, and “hospitality” tents or boxes at sporting or similar events. Many such projects are not profit motivated, although effort, time and money will be expended, and some may be “self-financing”, aiming to gain sufficient income to offset expenditure; that is, to “break even”.

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Most nonprofit-making organizations - including national and local government departments, professional associations, charities and disaster relief agencies - conduct projects which can logically be considered to fall into this management projects category, even though they might not be undertaken commercially or for profit. Although management projects might not result in a visible, tangible creation, much often depends on their successful outcome. For example, the failure to implement a new computer system correctly could cause a serious operational breakdown and could expose the managers responsible to severe criticism. Effective project management is at least as important for these projects as it is for the largest construction or manufacturing project.

★ Research Projects

Some pure research projects result in discoveries which prove to be highly profitable. Conversely, other research projects can consume vast amounts of money and last for many years, but yield no practical result. Research projects carry the highest risk because they attempt to extend the boundaries of current knowledge. The project objectives are usually difficult or impossible to define. Therefore, the project management methods that can be applied to industrial, manufacturing or management projects might not be entirely applicable to research projects.

Nevertheless, some form of control over research projects must be exercised. Budgets need to be set in line with available funding. Expenditure can be controlled to some extent by conducting regular management reviews and reassessments, and by a process known as “stage-gate controlling” - which involves authorising and releasing funds in periodic, controlled and carefully considered stages.

Whilst the actual research activities might themselves fall outside the scope of project management methods, the provision of the necessary accommodation, communications, equipment and research materials might well constitute a heavy capital investment, to which appropriate project management techniques can and must be applied.

Who Projects Are For

Every project is undertaken for someone, or for a large or small group of people. These are the **customers** (or **clients**). The relationship between a project manager and the particular customer should be clear and explicit. The customer has requirements which must be understood, because they are the basis for the project to be delivered against. A customer:

- ★ Will legitimately put requirements upon the project.
- ★ Will receive the benefits of the project once it is complete.
- ★ Has a formal role in judging the success (or otherwise) of a project once it is complete.

A project manager must therefore appreciate that:

- ★ The customer has requirements which must be understood, as they are the basis for the project to be delivered against.
- ★ There is often more than one customer.
- ★ Different customers or customer groupings might have different - and potentially conflicting - requirements and measures of success.

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- ◆ The project needs to have a set of requirements documented and agreed with the customer(s).
- ◆ The customer's views and needs might change through the life of the project.

In practice, the ability to identify and understand the needs of varied customer groups is a complex subject in its own right. For most projects the customer can be broken down into various categories, and all have some interest in its being undertaken; the most common categories are:-

The sponsor.
The financier.
The beneficiary.
The end user.
The end customer.
The stakeholders (which is really a broader group than just customers).

The Project Manager

A project manager is a person who has the responsibility for delivering all the components of a project. That can be a full-time job, or might be a role in a given situation. Considering the huge diversity of projects, the work a particular project manager will be required to perform will of necessity vary from project to project, but in general the project manager will be responsible for:-

- ★ Determining the scope of the project - sometime called "scoping out" - gaining adequate information about the project and the work which it entails.
- ★ Planning the project and the stages involved.
- ★ Determining what resources are required, and getting the resources allocated.
- ★ Managing the completion of the tasks required, and resolving any problems or issues that might delay or stop or interfere with the completion of tasks.

A project manager needs to work according to a professional project management approach, and in addition needs to apply a variety of communications and people skills.

Sometimes there can be hierarchies of project managers. Each project manager then has a specific area of the project for which he or she is fully responsible, and they in turn report to a more senior project manager - often called a "programme manager". Job titles and the scope of roles can vary; but the fundamental responsibilities of the job do not. In a situation in which there are multiple-project managers, each needs to have his or her specific role clearly defined, to show which part of a project plan each is responsible for managing, and which deliverables they are responsible for ensuring are delivered.

A professional project manager is someone whose full-time job is to be a project manager and who is usually trained in project management processes and tools. This can be differentiated from someone who undertakes the role of a project manager on a specific project, but who normally fulfils a different function - for example, an accountant appointed to control the performance of stocktaking.

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Project Management

The professional activity of project management has evolved to meet the pressing need to plan, co-ordinate and control the complex and diverse activities of modern industrial, commercial and management change projects.

Man-made projects are not simply a modern phenomenon. Monuments survive in many countries (such as Egypt, China and Peru, to name but a few) to remind us of the incredible achievements of much earlier civilizations than our own, and they are still worthy of awe and admiration today.

For all their technological sophistication, modern projects are not necessarily greater in scale than some of those early gigantic works - just think of the enormity of the Great Pyramids in Egypt, and the Great Wall of China. However, economic pressures of the industrialized world, globalisation, military defence needs, competition between rival organizations, and greater regard for the value, safety and security of the modern workforce (and hence the employment costs) have combined to force the pace of developments of new ideas and techniques for managing projects.

A consequence of the ever-present element of risk and uncertainty is that the events and tasks leading to the completion of a project can never be forecast or predicted with absolute accuracy. Even the possibility of successful completion might be in serious doubt in the cases of some very complex or advanced projects.

Project management is a formal discipline that has been developed to manage projects. A wide range of activities can benefit from project management, whether it be building a seagoing vessel; constructing a bridge; developing an IT system; designing, building and launching a new product; or running a cost reduction exercise. The types of skills necessary to perform each of these activities vary greatly; but they can all be delivered by a project and managed by the project management approach. They all meet the criteria of having a clear and definable result - an **outcome**.

Project management tools, techniques and processes can be an extremely powerful means of achieving a desired outcome - of '**delivering**'.

* **The purpose of project management** is to foresee or predict and identify as many of the dangers and problems as possible and to plan, organise and control activities so that projects are completed as successfully as possible - in spite of any and all the risks. This process starts before any resource is committed, and must continue until all work is finished.

* **The primary aim of the project manager** is that the final result - the outcome - will satisfy the project sponsor or customer, within the promised timescale and without expending more money and other resources than those that were originally set aside or budgeted.

The Development of Project Management

A great deal of the development of project management methods occurred in the second half of the twentieth century. Development was motivated by impatient project customers requiring their projects to be completed quickly to ensure their investments could be put to profitable use as soon as possible. Competition between nations for supremacy in weaponry and in defence systems played a significant role in the development of project management techniques, and the process has been accelerated by the widespread availability of powerful, reliable and inexpensive computers.

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Project management is most effective when it makes appropriate use of sophisticated techniques and facilities and, in this sense, is a highly specialised branch of management. Planning and control must be exercised over all the activities and resources involved in a project. The project manager therefore needs to understand how all the various participants operate, and to appreciate their particular skills, working methods, problems and weaknesses. This demands a fairly wide degree of general experience so that, in this practical sense, project management is similar to other branches of management.

But much more is involved in project management than the application and use of a few computer programmes, however sophisticated those programmes might be. Successful project management involves a whole range of logical and progressive planning and decisions, perceptiveness and initiative, the exercise of common sense, effective organisation, effective commercial and financial management, close attention to “detail” and documentation, good communication skills and the effective exercise of proven and established principles of management, leadership and people skills.

Primary Project Objectives

The evaluation of any completed project as being a success or a failure depends very much on who is asked to make the assessment. For example, an environmentalist's views of a new highway project might differ greatly from those of the highways authority, the contractor(s), the project manager and road users. This introduces the issue of “project stakeholders”, which involves considering the views of all those people and organizations who or which have some legitimate interest - directly or indirectly - in the outcome of a project.

First, the primary objectives of the project owner or customer and the project contractor(s) must be considered; they are the **‘deliverables’** or outcomes which the project owner expects and which the project manager is usually employed principally to achieve.

The three primary objectives of any project can be grouped under three headings:

*** Specification, Performance and Quality**

The end result of any project must be **fit for the purpose for which it was intended**. The project owner or customer and all the other principal stakeholders must be satisfied with the outcome of the completed project.

Projects for the development of consumer goods and services must produce products which satisfy the market demands and which conform to relevant legislation. The design concept and manufacture have to result in a product that is safe and reliable, and which will provide “benefits” for customers which will prompt them to buy.

At one time quality was seen primarily as the responsibility of a quality control department, relying heavily on inspection and testing to discover faults, and then arranging for their rectification. In more recent years many organizations have embraced the concept of “total quality management”, by which a “quality culture” is created throughout the organization, with quality built in to design and work processes, and with responsibility for quality shared by all the whole workforce, from top management downwards. Competence in engineering and design are required to achieve the quality, performance and reliability objectives; but they must be supported by adequate quality management.

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* **Budget**

The project must be completed **without exceeding the authorised expenditure**. Failure to complete work within the authorised budget will reduce both profits and the return on the capital invested, and in extreme cases can result in a more serious financial situation.

As we have already mentioned, many projects do not have a direct profit motive. Examples include internal management projects, pure scientific research programmes, charitable works and projects carried out by local authorities using public funds, hospitality functions, sporting events. For these projects too, even in the absence of a profit motive, proper attention to cost budgets and financial management is vital. A project might have to be abandoned altogether if funds run out before completion; in which case the money and effort already invested become forfeit and must be written off. In extreme circumstances, the project contractor could face ruin.

* **Time to Completion**

Actual progress has to **match or improve upon planned progress**. All significant stages of the project must take place no later than their specified dates, to result in total completion on or before the planned finish date. Late completion of a project will not please the project customer or sponsor. Consistently failing to keep delivery promises will damage the contractor's market reputation. Furthermore, any project that continues to use resources beyond its planned completion date can have a knock-on effect and disrupt other projects which are either in progress or waiting to follow.

A common risk to projects is **failure to start work on time**. Very long delays can be caused by procrastination, legal or planning difficulties, shortage of information, lack of funds or other resources, and a host of other reasons. All these factors can place a project manager in a difficult or impossible position. If a project is not allowed to start on time, it can hardly be expected to finish on time.

'Balancing' the Primary Objectives

A good project manager will seek to achieve success in all aspects of the particular project. But from time to time it might be necessary to identify one of the three primary objectives as being of special importance. A decision in this respect can affect the priority which is given to the allocation of usually scarce resources, and how management attention will need to be concentrated. It might also influence the choice of project organization structure.

For example, a project for a charitable organization with very limited funds would have to be planned and controlled with particular attention to costs. Some organizations stake all on their reputation for quality, and pay relatively less attention to time and costs. In some industries (for example, nuclear energy) safety and reliability are paramount. Take, for example, a project to launch a revolutionary new product: once the "launch date" has been announced and advertising booked, everything is dependent on meeting the time objective, and so it might be necessary to take expensive measures and accept an "overspend" budget if that is the only way to avoid missing the date.

There is usually a direct and very important relationship between time and money. If the planned timescale is exceeded, the original cost estimates are almost certain to be overspent.

Another important time-related cost is **financing**. If the contractor has a bank overdraft or relies on other loan financing, interest has to be paid on the loan. Even if the contractor can finance the

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project from internal funds, there is still a notional cost of financing, equivalent to the interest or dividends that the same funds could have earned had the contractor invested the money elsewhere (such as in a bank deposit account). If a project runs late, the financing period is extended, and the total amount of interest or notional interest payable will increase correspondingly.

Much of the finance raised for a large project is likely to be invested in '**work in progress**', which includes not only work carried out in a factory or at a construction site, but also all the costs of engineering and design that have yet to be recovered from the customer. In many cases the contractor is only able to charge for work actually finished and delivered to the customer, or for amounts of work done and supported by certified invoices. Those invoices are validated by certificates from an independent professional third party (such as a quantity surveyor or an engineer) which agree the amount of work done and claimed for. Certified invoices are often linked to planned events. If an event is late, or if a measurable progress stage has not been reached, a certified invoice cannot be issued. The contractor's revenue is then delayed, which means that the contractor must continue to finance the mounting costs of the project. The contractor could suffer severe cash flow problems as a result.

Cost Penalties

Late completion can invoke contract cost penalties. Some contracts contain a '**penalty clause**' which provides the project customer with the sanction of a cost penalty against the contractor for each day or week by which the contractor fails to meet the contracted delivery obligation.

All these time/cost considerations mean that delays on a large project can easily cause additional costs amounting to large sums of money per day. It follows that if work can be monitored and managed carefully so that it proceeds without disruption according to a sensible, achievable plan, much of the battle to control costs will already have been won.

The Quality/Cost Relationship

The relationship between quality and project costs is not straightforward, and there is no simple and acceptable trade-off between quality and cost - downgrading quality should never be considered an option. Quality means **fitness for purpose**, and includes the contractor's commitment to provide a tangible product or a service that is safe and reliable.

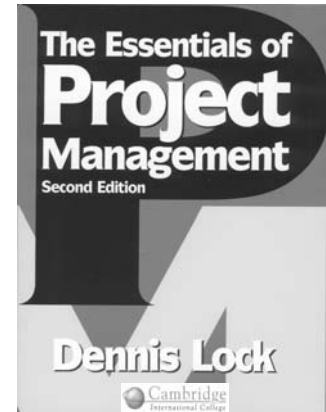
People

When considering project objectives it is very easy - but dangerous - for a project manager to forget that no objective can be achieved without people. The proper and effective supervision and management, organization and motivation, communication, training, security and safety, of all people who contribute to a project must never be overlooked, and all these matters must be seriously considered from the very beginnings of a project.

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ADVICE ON HOW TO STUDY THE CIC PUBLICATION:
'THE ESSENTIALS OF PROJECT MANAGEMENT' by Dennis Lock
which will be sent to you by registered airmail post

Every individual CIC Member approaches his/her study in a different manner, and different people may have a particular study method that they find most effective for them. However, the following is a tested and proven Study Method, suggested to you as a CIC Member in order to assist in making your study and learning easier - and enjoyable - and to assist you to quickly master the contents of the CIC selected Publication:



Step 1 Set yourself a flexible study schedule, depending on the time you have available and what is best for you. For example, the target set could be to study for 1 or 2 hours a night, or for 8 or 9 hours a week, or to complete one Chapter every 2 weeks. There is no set or compulsory schedule, but simply setting a schedule or goal is often an important action in ensuring that study is undertaken successfully and within the specified timeframe.

Step 2 Read the whole of the first Chapter at your normal reading pace, without trying to memorise every topic covered or fact stated, but trying to get “the feel” of what is dealt with in the Chapter as a whole.

Step 3 Start reading the Chapter again from the beginning, this time reading more slowly, paragraph by paragraph and section by section. Make brief notes of any points, sentences, paragraphs or sections which you feel need your further study, consideration or thought. You may wish to keep any notes in a separate file or notebook or the stationery booklet provided. Try to absorb and memorise all the important topics covered.

Step 4 Start reading the Chapter again from its start, this time paying particular attention to - and if necessary studying more thoroughly - those parts on which you earlier wrote notes for further study. It is best that you do not pass on to other parts or topics until you are certain you fully understand and remember those parts you earlier noted as requiring your special attention. Try to fix everything taught firmly in your mind.

Step 5 Once you have completed steps 1 to 4 above, move on to the next Chapter and repeat steps 1 to 4 for each subsequent Chapter.

Supplementary Study

The CIC Examination questions on Project Management will be set and should be attempted only after you have completed the relevant study. Questions in the Examination Paper will be based upon the contents of this CIC selected Publication. If you have the time or opportunity to look at other publications covering the same or similar topics that can be helpful - and you are encouraged to do so - but it is not a requirement and it is not compulsory that you refer to other publications.

WHAT YOU WILL LEARN IN MODULES/CHAPTERS 1 TO 12 OF THE PROGRAM

Module 1 - Objectives

- Projects
- Project management processes
- Project objectives
- The time/cost relationship
- Balance between time, cost and performance

Module 2 - Definition

- The customer's project specification
- Project scope
- Use of checklists
- The contractor's initial design specification
- Specification of production methods
- Construction specification
- Specifications of product development projects
- Developing and documenting the project specification
- Projects which are difficult or impossible to define

Module 3 - Organisation

- Effective organization and communications
- Project teams versus functional group or matrix organisations
- Organisations with more than one project manager
- The project manager himself
- Support, co-operation and training for the project manager
- Project services groups

Module 4 - Work breakdown and Coding

- Family tree hierarchy
- Work breakdown structure for very large projects
- Coding systems
- Benefits of a logical coding system
- Choosing a coding system
- What happens when the customer says "Use my coding system!"

Module 5 - Estimating

- Cost format
- Estimating accuracy
- Standard tables
- Profit vulnerability
- Compiling the task list
- Documentation
- Collecting departmental estimates
- Personal estimating characteristics
- Estimates for material and equipment costs
- Below-the-line costs
- Reviewing the cost estimates

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Module 6 - Planning

- Bar charts
- Network advantages
- The different network notation systems
- Arrow diagrams
- Precedence diagrams
- Case study: gantry project
- Level of detail in network planning
- Interface activities
- Milestones
- Is the time-scale shown too long?
- Early consideration of resource constraints

Module 7 - Scheduling

- Computer systems
- Resource scheduling
- The role of network analysis in resource scheduling
- Garage project case study: project definition
- Garage project planning
- Garage project resource scheduling
- Computer reports for the garage project
- Computer report options in general

Module 8 - Implementation

- Project authorization
- Preliminary organisation of the project
- Project design standards and procedures
- Physical preparations and organisation
- Getting work started
- Detailed planning and work instructions
- Drawing and purchase control schedules

Module 9 - Purchasing

- Listing and specifying the goods
- Early ordering of long-lead items
- Supplier selection
- Ordering
- Expediting
- Goods receipt
- Shortages
- Assuring quality and progress
- Vendors' documents
- Shipping, port and customs formalities

Module 10 - Cost Management

- Checklist of cost management factors
- Cost budgets
- Purchased materials, equipment and services
- Milestone analysis
- Simple performance analysis method for design engineering

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Achievement measurement in greater detail
Effect of modifications on achievement
The project ledger concept
Predicting profitability for the whole project
Post-mortem

Module 11 - Changes

Classification of changes
Authorization arrangements
Registration and progressing
Formal procedures for external
change requests
Formal procedure for internal
change requests
Design freeze
The inter-changeability rule
Emergency modifications

Module 12 - Managing Progress

Project progressing as a closed loop
control system
Progress monitoring and computer updating
When the news is bad
Corrective measures
Progress meetings
Project progress reports
Project closure

SOME TIPS ON ACHIEVING HIGH MARKS IN YOUR FINAL EXAMINATION

There is a vast difference between simply “passing” an Examination, and passing it WELL - with high marks, that is. The basic “key”, of course, is always the THOROUGH STUDY of the relevant CIC Study and Training Manuals, materials or selected publications. But from time to time Members might wonder why their marks were not as high as they had expected. Naturally, there is no one single reason for that, and our explanation and advice in each case is based on a review of each individual Member’s Work submitted. However, some of the most common reasons for the **unnecessary** loss of marks include:-

* *Insufficient Study*

A dictionary tells us that “to study” means “to apply the mind **closely** (to books, etc) in order to acquire knowledge and skill”. It does NOT - as fortunately only a very small number of Members appear to think - mean simply a “read through” or a “flick through” the pages of a Publication; what it **does** mean is a **detailed** and **thorough** examination of what is taught therein.

* *Examination Attempted Too Soon*

This follows from the foregoing. Adequate STUDY of the relevant CIC selected Publication - **all Chapters** - **must** be undertaken before the Final Examination set on the Program is attempted. We do sympathise with Members who are anxious to progress rapidly - but **real** progress can only be the result of **adequate study**.

* *Answers Brief and/or Incomplete*

An Examiner wants to be shown that you **really** HAVE learned and understood everything taught in the Materials supplied as part of the Program. That can only be done if you write - when required - **full, detailed** and **explanatory** answers, containing **all** relevant facts and information, with examples when appropriate. If less than a full answer is provided, less than the full mark available to that answer will be awarded!

* *Too Few or Too Many Questions Answered/Attempted*

Sometimes Members answer or attempt **fewer** than the required number of Questions or Exercises than they are instructed to attempt, or they do not answer **all** parts of a Question or Exercise. An Examiner can award marks **only** for Questions answered or for Exercises attempted; so marks for omitted Questions or Exercises - or sections of them - are “lost”. In some cases Members answer/attempt **more** than the required number of Questions or Exercises they are instructed to attempt. That usually results in rushed and brief Work, which loses marks, and an Examiner can only award marks for the **required number** of Questions or Exercises.

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*** Questions/Exercises not Properly Read, or Misunderstood**

It is essential that you understand **exactly** what Questions or Exercises require you to do or to write about. You **must** READ Questions and Exercises **fully** and **carefully** - and **not** just “glance” at them. Without care, an “answer” you give might be quite *irrelevant* to a particular Question or Exercise; it might be about quite a different subject or topic. What you have written might be “excellent” and quite correct, but it will still **not** earn you marks if it does **not** answer the Question or Exercise SET.

*** Standard of English**

Our Examiners DO appreciate that English is not the national or main tongue of many thousands of CIC Members. Nevertheless, our Examiners **need** to be able to read quickly and easily what you have written, in order to assess whether you really **have** learned what has been taught during your Program. So you **must** take CARE with your written English, especially with grammar and spelling. CIC Examiners are busy people and simply do not have time available in which to decipher difficult-to-read handwriting or to interpret English of a low standard. If necessary, you are advised to study our **‘Secondary English’ Course** or **‘Professional English’ Program**, at a specially reduced Fee; ask us for details.

*** Presentation of Work**

Our Examiners are most likely to be “pleased” with and attracted by - and, in response, to be more generous in giving marks to - Examination answer papers which are **neat** and **clean** and **tidy**. Then, too, Examiners prefer handwriting which they can **clearly** and **easily** read.

Always take TIME and CARE, and PRIDE in your Work.

Send for a **FREE** copy of our Prospectus book by airmail, telephone, fax or email, or via our website:
International Headquarters: College House, Leoville, Jersey JE3 2DB, Britain.
Telefax: +44 (0)1534 485485 Email: info@cambridgetraining.com Website: www.cambridgecollege.co.uk

SITTING YOUR CIC EXAMINATION

A CIC Certificate or Diploma will **not** be awarded to a CIC Member unless that Member has attempted and passed a CIC Examination. CIC insists that all its Examinations must be sat under **'approved invigilation'**; which term means **'under the supervision'** of an appointed **'Invigilator'** (who - in different countries - might be called a **'Supervisor'** or **'Mentor'** or **'Proctor'**) and under **'true Examination conditions'**.

You need to secure IN ADVANCE the assistance of a **responsible person** - who we shall call your **'Invigilator'** - to carefully **supervise** you during the time you are attempting the Assigned Work for your CIC Examination. If the Invigilator you designate is acceptable to the College, he or she will be **appointed** by the College to ensure that you attempt the Assigned Work under **'true Examination conditions'**.

To register your proposed Invigilator in good time, you need (1) his or her **full name** and **full address** to be written clearly on the **'Agreement to Invigilate'** Form below, (2) his or her **signature** to be written on the Form, and (3) the **official stamp or seal** of his or her employing organization to be affixed to the Form. You should then **airmail** the completed Form to the College under **registered cover WITH the sum of £10 or US\$20 or Euros 15**; only an "original" will be accepted by the College. Each Examination Booklet (in a sealed envelope) together with "Guidance for the Invigilator" information will be airmailed **DIRECT**** from the College to your Invigilator by **registered post**. It is YOUR responsibility to ensure that the **'Agreement to Invigilate'** Form is returned to the College, at least **two months before** you want to sit the Examination(s), and at least **two months before** the "Expiry Date" of your Membership (see your "Confirmation of Membership" particulars).

ACCEPTABLE INVIGILATORS: The following categories of person might be accepted by the College as being "qualified" to Invigilate your Examination(s). Not all categories will necessarily be available in your country, or in the area of it in which you live; if in doubt, ask the College for advice:-

- ★ Executives at CIC Affiliated Organizations.
- ★ Officials of the Examinations Section of your national Department or Ministry of Education in your area.
- ★ Officials of your national Examinations Board, Council or Syndicate.
- ★ An official of the British Council (many offices have an "Examinations Officer").
- ★ A senior official of an Embassy, High Commission, Consulate or other diplomatic or United Nations mission.
- ★ Principals or Vice/Deputy Principals of schools, colleges or universities recognised by CIC.
- ★ Your employer or a person designated by your employer.
- ★ Senior civil servants or senior officers of the police force or the armed forces.
- ★ Qualified professionals, e.g. lawyers, accountants, and doctors; senior clergy of recognised religious orders.

NOTES:

1. Do **not** try to arrange the Examination Date too early; wait until you have completed the thorough study of the Study & Training Manuals or other Publications before arranging the Examination Date with your Invigilator. An **additional charge** will be made to you by the College for new Assigned Work, postage, etc, should you change Invigilators.
2. ******If your Fee has been completed when the "Agreement to Invigilate" Form reaches the College, the Examination Booklet(s) will be posted **at once**; if you are paying by Instalments, despatch will be made when the Fee is completed.
3. Any invigilation or Examination fee charged must be paid **by you**; it is **not** included in your Training Fee.
4. Even if you have enrolled for two or more Courses or Programs under your current Membership, **only one completed** "Agreement to Invigilate" form is required by the College; **all** Examination Booklets will be sent to the **same** Invigilator.
5. The Examination Booklet will be despatched **under registered cover for safety** DIRECTLY to your Invigilator, who will be informed of the **despatch date** and **registration number** by separate post. Please **ensure** that your Invigilator **KNOWS** to expect the **registered packet** containing the Examination Booklet and **does collect** the packet from the post office. The College will **NOT** be responsible should your Invigilator fail to collect the registered packet, and you will have to pay for the preparation and despatch of a new Examination Booklet.

YOU MAY SIT THE EXAMINATION(S) ONLY IF YOU AGREE TO ABIDE BY ALL THE COLLEGE'S EXAMINATION RULES & REGULATIONS

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Telefax: +44 (0)1534 485485 Email: info@cambridgetraining.com Website: www.cambridgecollege.co.uk

RULES AND REGULATIONS GOVERNING THE INVIGILATION OF CIC EXAMINATION(S)

- ★ When you have completed the **thorough study** of the College's Study & Training Manuals or other Publications supplied to you by the College, arrange with your appointed Invigilator a place, date and time for you to "sit" your Examination(s). Most Examinations require a period of **two hours without any interruptions**.
- ★ You must NOT take into the "Examination room" the College's Manuals or other Publications or any other written or printed notes or other publications, or any form of recording device. Unless otherwise stated attempts at Assigned Work must be handwritten.
- ★ You should be seated at the desk/table provided by the Invigilator at least five minutes before the agreed starting time. When you are ready, the Invigilator will open a sealed envelope and place an Examination Booklet **front page upwards** on the desk/table in front of you. This page includes a section for your full name, address and Membership Number; write or check those details carefully, and mark **fully** and **clearly** any changes needed. There will also be **instructions** regarding the **Assigned Work** to be attempted for the Examination - which you must read carefully, and follow exactly. The **Examination Period - the length of time** you will have in which to complete the Assigned Work - will also be stated; that is usually **two hours** (but **three hours** may be allowed for some Higher or Advanced Examinations).
- ★ Inform the Invigilator when you have completed the foregoing, and at the agreed starting time the Invigilator will tell you to turn the page to the actual **Assigned Work** (Questions and/or Exercises). The **Examination Period allowed** which is usually **two hours** commences immediately you have done that. You may **NOT** have longer than the stated **Examination Period** (number of hours.)
- ★ During the time you are attempting the **Assigned Work**, you are NOT permitted to refer to the College's Training Manuals or to any written or printed notes or other publications - **except** for an English-English dictionary, if necessary. Should you ignore this **very strict rule**, the Invigilator has the College's authority to **terminate** your Examination.
- ★ A few **blank sheets** of writing paper may be available, in case those supplied by the College in the Examination Booklet are insufficient. ALL sheets supplied (by the College or the Invigilator) must be sent to the College.
- ★ At the **end of the designated two-hour Examination Period** the Invigilator will instruct you to **stop writing** - which you must do AT ONCE - and the **entire** Examination Booklet (now containing your written attempts at the **Assigned Work**) must be collected from you.
- ★ Under **NO** circumstances may you handle the Examination Booklet after the conclusion of the **Examination Period**. The **entire** Examination Booklet*, and any other sheets you used, and a completed and **signed** and **stamped 'Invigilation Certificate'**, must be sent by your Invigilator - by **registered airmail post** (at your expense) - to:-

**The Examinations Director,
Cambridge International College,
College House, Leoville,
Jersey JE3 2DB, Britain.**

- Notes:** * The College **cannot** accept Examination Work **by fax** or **email**
* The College **cannot** accept Examination Work **without** a **signed and stamped 'Invigilation Certificate'**

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AGREEMENT TO INVIGILATE ASSIGNED WORK FOR EXAMINATION(S)

I certify that I agree to invigilate in due course the Examination(s) of the CIC Member whose name and address appear below. A mutually convenient date will in due course be arranged between the Member and me; I note that the Member will need **at least two uninterrupted hours** in which to attempt the Assigned Work for each Examination. I will be able to provide a suitably quiet room, with a writing desk or table and chair. Invigilation will take place under **true Examination conditions**, in strict accordance with Instructions to be supplied by the College. I understand that the Examination Documentation will be sent **DIRECTLY to me from the College under registered cover** (with a separate notification from the College that the packet has been despatched to me) and that I might be required to **collect and sign for** the registered item from my local post office. Inside the packet will be the Examination Booklet(s) - each in a sealed and unopened envelope - which I shall keep **securely** until the Examination time. I note that the College does not pay an Invigilation Fee.

Please complete ALL parts and requirements:

Signed: _____ Date: _____

Position in Organization /Designation: _____

FULL NAME: _____
 (capital letters please)

Qualifications: _____ Email address: _____

FULL POSTAL ADDRESS: _____
 (capital letters please)

****NOTE:
 AN OFFICIAL
 STAMP
 OR SEAL
 IS ESSENTIAL**

Particulars of the Member:

MEMBERSHIP NUMBER _____

FULL NAME _____

FULL POSTAL ADDRESS _____

STUDYING PROGRAM ON **PROJECT MANAGEMENT**

**PHOTO ID -
 MEMBER TO
 ATTACH TWO
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**PLEASE SEND THIS COMPLETED FORM TO:
 THE EXAMINATIONS DIRECTOR,
 CAMBRIDGE INTERNATIONAL COLLEGE,
 College House, Leoville, Jersey JE3 2DB, Britain.**

****CIC CANNOT ACCEPT AN 'AGREEMENT TO INVIGILATE' FORM NOT BEARING THE OFFICIAL STAMP OR SEAL OF THE ORGANIZATION BY WHICH THE PROPOSED INVIGILATOR IS EMPLOYED OR MANAGES**