

IPMA Education and Training Series¹

Designing a Resource Kit for Instructors and Practitioners “To Manage the Implementation of Development Projects”

Robert Youker

(Formerly of the World Bank Institute)

Project management is the science and art of implementing projects according to pre-determined schedule, cost, and performance criteria. When these implementation criteria are not met projects are unlikely to succeed. There is growing evidence of serious project implementation problems in the developing world resulting in part from a shortage of well-trained project managers.

Addressing those problems requires that project managers be better prepared in all aspects of project implementation. The IPMA - International Project Management Association report a worldwide demand for training and education of project managers fueled by their certification programs and the establishment of the ISO 21500 for Project Management.

For many years The World Bank had been developing and presenting Project Management courses in Washington and overseas for the newly appointed Project Managers of World Bank financed projects from member countries.

Over time the approach shifted from Washington based courses to helping local training institutions in many different countries to offer courses themselves. In some cases this included training trainers and using satellite communication to offer distance learning courses.

As the strategy of the World Bank shifted from training to strategy seminars, the technology of the CD-ROM provided the means of quickly transporting hundreds of pages of written material all around the world. Thus a decision was made to organize the training materials and knowledge that had been developed over 20 years it into a **Resource Kit** on CD for project management trainers in all kinds of institutions all around the world.

Goal

The goal of this resource kit is to support trainers in delivering face-to-face instruction to help improve the knowledge and skills of managers who are responsible for implementing projects in developing and transitional economies that require substantial investments in human and physical capital.

¹ This series of articles is by members of the IPMA Education and Training (E&T) Board or other IPMA leaders on the subject of project management education, training, careers and related topics. More information about the IPMA E&T can be found at <http://ipma.ch/education>.

Audience

The course is primarily designed for officials from government ministries and departments, public and private corporations, or project agencies that will be overseeing the implementation of large development projects. The materials in this resource kit provide a broad understanding of the purpose and role of project management and project managers. The aim is to help participants learn to apply a variety of management practices and planning tools as a means of administering, directing, and coordinating projects.

Components

The resource kit provides the learning resources that an instructor needs to deliver up to five weeks of instruction. It is not an interactive, self-instructional program, although the learning materials have been organized in such a way that the interested learner can easily search and browse the information on the CD-ROM. The modules are designed to help instructors structure and deliver courses in a classroom setting.

Design

For instructional purposes, the course is organized in 12 topical modules divided into 45 sessions. The sequence of modules reflects the order of activities that a project manager undertakes when approaching the implementation of a new project.

This Resource Kit provides a well-designed and tested set of print-based learning materials on project implementation management. It is fully modular and the 12 modules together are designed to support trainers in preparing and delivering up to five weeks of face-to-face instruction.

The 12 modules are:

1. Understanding the Project and Project Management
2. Structuring the Project Organization
3. Building the Team
4. Analyzing the Project Context
5. Refining Objectives, Scope, and Other Parameters
6. 6. Preparing the Work Breakdown Structure, Responsibility Matrix, and Master Summary Schedule
7. Planning and Scheduling with the Critical Path Method
8. Obtaining Management Approval and Support
9. Designing Control and Reporting Systems (Time, Cost, Resources, and Scope Performance and Quality)
10. Organizing Procurement
11. Executing and Controlling the Work
12. Terminating the Project

Summary

This is a valuable resource kit that offers:

- Performance-based instructional objectives that are specific, measurable, and observable
- On-the-job project management tasks that the module addresses;
- Module and session outlines with a timetable of activities
- Scripted lectures, including corresponding visuals; case studies, exercises, and solution sets
- Teaching notes for the instructor for each exercise
- Case study; self-assessment questions and solutions; and selected readings.

If you require further information regarding this valuable resource, contact **John-Paris Pantouvakis, the Chair of the IPMA Education & Training Board** at jpp@central.ntua.gr or info@ipma.ch.

About the Author



Robert Youker

World Bank (retired)



Robert Youker is an independent trainer and consultant in Project Management with more than forty years of experience in the field. He is retired from the World Bank where he developed and presented six week project management training courses for the managers of major projects in many different countries. He served as the technical author for the bank on the Instructors Resource Kit on CD ROM for a five week training course on Managing the Implementation of Development Projects. He has written and presented more than a dozen papers at the Project Management Institute and the International Project Management Association (Europe) conferences many of which have been reprinted in the Project Management Institute publications and the International Journal of Project Management (UK). Mr. Youker is a graduate of Colgate University, the Harvard Business School and studied for a doctorate in behavioral science at George Washington University. His project management experience includes new product development at Xerox Corporation and project management consulting for many companies as President of Planalog Management Systems from 1968 to 1975. He has taught in Project Management Courses for AMA, AMR, AED, ILI, ILO, UCLA, University of Wisconsin, George Washington University, the Asian Development Bank and many other organizations. He developed and presented the first Project Management courses in Pakistan, Turkey, China and Africa for the World Bank. A few years ago Mr. Youker conducted Project Management training in Amman, Jordan financed by the European Union for 75 high level civil servants from Iraq who implemented the first four World Bank projects in Iraq. He is a former Director of PMI, IPMA and asapm, the USA member organization of IPMA. Most recently he has been consulting for the US Government Millennium Challenge Corporation on project management training in Africa. Bob can be contacted at bobyouker@att.net

To see more works by Bob Youker, visit his author showcase in the PM World Library at <http://pmworldlibrary.net/authors/robert-bob-youker/>