

Ontario Institute for Studies in Education

**Management of International Projects and Programs in
Education**

January, 2012

International projects and programs that support the development of education initiatives at preschool, primary, secondary, tertiary, and non-formal/adult education levels are often funded by national governments, non-governmental organizations, foundations, and international aid agencies. Effective participation in the design, planning, implementation and management of these projects can benefit from the knowledge, tools and techniques in the growing discipline of project and program management.

This course will cover the body of knowledge of project and program management as defined by the Project Management Institute (PMI), the leading international organization in the field. The course will include specific units on the key knowledge areas and processes of project and program management with a particular focus on the challenge of managing culturally diverse project teams in widely dispersed locations and time zones. The course will also address the links between strategic planning in education, and the development of related projects and programs to implement the strategies, as well as the leadership attributes necessary to ensure projects' and programs' success.

Text Book, Modules and References

Text Book and Modules

1. "A Guide to the project Management Body of Knowledge (PMBOK Guide), 4th Edition", The Project Management Institute PMI. ISBN 978-1-933890-51-7
2. Course Modules in Power Point posted on "Black Board"
3. C. Snyder Stackpole "A Project Manager's Book of Forms- A Companion to the PMBOK Guide-4th Edition" John Wiley & Sons Inc, ISBN 978-0-470-38984-3

Reference

1. Successful Project Management, 4th Edition, J Gido and J. Clements, South Western Cenage Learning, ISBN 13: 978-0-324-65615-7
2. New Directions in Project Management, Paul c. Tinnirello, Editor, Auerbach Publications, ISBN 0-8493-1190-X

Course Organization

- The course is organized into 10 Modules. Each module consists of 40-50 Power Point slides plus suggested additional reading all posted on "Black Board". The students, with help from the professor, will self organize into project teams of three students per team.
- Each team will select, after consultation with the professor, a completed education project in a country of choice using the databases of multilateral or bilateral international funding bodies. Each team will carry out an "autopsy" on the completed project.

- The purpose of the exercise is to reconstruct the project using a series of recommended tools and templates each week to eventually reconstruct the project plan using the best project management practices, tools and techniques. In doing so, the project teams will assess the strengths and weaknesses observed in the original project plan, and link these observed strengths and weaknesses to the outcome of the completed project.
- The teams will assemble the weekly exercises into a final project document to be presented to the rest of the class in the final two weeks of the course, with a written report also submitted on week 12.

Course Evaluation Scheme

The course overall mark will be based on the following scheme:

Term Test	20 %
Final Test	40%
Team presentation and report	40%

Course Outline

1. The Socioeconomic Impact of International Projects and Programs in Education (January 11)

- Educational Attainments: Levels and Trends
- The UNESCO's ISCED Education Framework
- Demographic Challenges in Education Projects
- Coherency of the Project and the Country Assistance Strategy CAS
- Education for the Knowledge Economy
- The Knowledge Economy Index KEI
- National Qualification Frameworks

Readings

- Andrew J. Finch & Katherine Taylor Haynes: " International Development Agencies and Education" . [http://education.stateuniversity.com/pages/2119/International-Development-Agencies Education.html](http://education.stateuniversity.com/pages/2119/International-Development-Agencies-Education.html)
- D.C.Chen and C.J Dahlman (2005) " The Knowledge Economy, the KAM Methodology and World Bank Operations" http://siteresources.worldbank.org/KFDLP/Resources/KAM_Paper_WP.pdf
- **Course Module 1**

2. Basic Concepts in Project and Program Management (January 18)

- Projects, Program and Portfolios
- Project Management Definitions and Contexts
- The Project's Life Cycle
- Project's Stakeholders
- Organizational Contexts
- Project Management Processes and Knowledge Areas

Readings:

- PMBOK Chapters 1, 2 & 3
- **Course Module 2**

3. Typology of Funding Agencies and Organizations in Education (January 25)

Multilateral International Funding Agencies: The International Bank for Reconstruction and Development IBRD (The World Bank)

- Regional Development Banks: The Asian Development Bank, the African Development Bank and the Inter-American Development Bank
- Other Development Banks
- Other International Agencies: UNDP, UNESCO, OECD
- Non Governmental Organizations NGOs
- Information Systems for Planning and Policy Dialogue

Readings

- Education Trends in Perspective: Analysis of the World Education Indicators 2005-UNESCO Publication <http://www.uis.unesco.org/TEMPLATE/pdf/wei/WEI2005.pdf>
- World Bank Website: <http://www.brettonwoodsproject.org/art-540690>
- A Vowda, P. Mook, P. Gittinger, and H. Parkins " Economic Analysis of World Bank Education Projects and Projects Outcome" . World Bank http://www.worldbank.org/wds.worldbank.org/external/default/WDSContentServer/IW3P/IB/2001/03/30/000094946_01032007445742/additional/123523323_20041118130626.pdf
- **Course Module 3**

4. Project Selection and Scope Management (February 1)

- Defining the Measurable Benefits of the Project
- Decision Analysis of Alternatives and Project Selection Methods
- The Project Planning Framework
- Project Scope Definition and Decomposition
- The Work Breakdown Structure WBS
- Scope Verification and Control

Readings

- PMBOK Chapters 4 and 5
- **Course Module 4**

Team Project Assignment

Prepare the following for your selected project:

- Project Charter using project charter, and other related templates
- Project Scope Statement, and related Assumptions and Constraints
- Project Work Breakdown Structure (WBS)
- WBS Dictionary

5. Project Scheduling and Time management (February 8)

- Activity Definition
- Activity Sequencing Methods
- The Project Critical Path

- Activity Resources & Duration Estimation
- Developing and Controlling Schedule

Readings

- PMBOK and 6
- **Course Module 5**

Team Project Assignment

Identify and complete the following documents for your project using the templates provided:

- Activity List, Attributes and Resource Requirements
- Network Diagram and Activity Duration Estimates
- Project Critical Path

6. Project Cost Estimating and Budgeting (February 15)

- Project Cost Estimating Methods
- Determining Project Budget
- Project Cost Controls
- The Earned Value Methodology for Cost and Schedule Control

Readings:

- PMBOK Chapter 7
- **Course Module 6**

Team Project Assignment

Identify and complete the following documents for your project using the templates provided:

- Activity Cost Estimates
- Cost Estimating Work Sheets
- Cost Performance Base Line

7. Mid Term Test (February 22)

- Mid Term Test: 40 Multiple choice questions in 60 minutes
- Preliminary Presentations of Team Projects Plans

8. Project Human Resources and Communication Management (February 29)

- Developing HR plans
- Acquiring and Developing the Project Team
- Managing the Project Team
- Identifying Stakeholders and Planning Project Communication
- Communication Planning
- Project Communication Strategies
- Information Distribution, and Performance Reporting
- Management of Virtual Teams

Readings:

- PMBOK Chapters 9 & 10
- J, Kusek and R, Rist " Ten Steps to a Results-Based Monitoring and Evaluation System". The World Bank Publication, 2004. Washington D.C
- **Course Module 7**

Team Project Assignment

Identify and complete the following documents for your project using the templates provided:

- Responsibility Assignment Matrix
- HR Roles and Responsibilities Template
- Organizational HR plan
- Project Staffing Management Plan
- Communication Management Plan

9. Project Quality & Risk Management (March 7)

- Planning Quality in the Project
- Performing Quality Assurance in Projects
- Performing Quality Control in Projects
- Planning Risk Management
- Identification of Risks in Projects
- Performing Qualitative Risk Analysis
- Performing Quantitative Risk Analysis
- Planning Risks Responses
- Monitoring and Controlling Risks

Readings:

- PMBOK Chapters 8 & 11
- **Course Module 8**

Team Project Assignment

Identify and complete the following documents for your project using the templates provided:

- Quality Metrics and Management Plan
- Risk Register, and Probability and Impact Matrix
- Risk Management Plan

Winter Break: Week of March 12-16

10. Project Procurement Management and Project Closure (March 21)

- Planning Procurements
- Conducting Procurements
- Administering Procurements
- Request Sellers' Responses
- Closing Procurements
- Integration Change Control
- Project Completion and Review

Readings:

- PMBOK Chapter 4 & 12
- **Course Module 9**

Team Project Assignment

Identify and complete the following documents for your project using the templates provided:

- Procurement Management Plan
- Source Selection Criteria

Readings:

- J, Kusek and R, Rist " Ten Steps to a Results-Based Monitoring and Evaluation System". The World Bank Publication, 2004. Washington D.C
- **Course Module 9**

11. Team Presentations: Session 1 (March 28)**12. Team Presentations: Session 2 (April 4)****13. Final Examination (April 11)**

The final examination will consist of 60 multiple choice questions in 90 minutes