Auditing Projects, Project Management and Project Risk (APMR)

DAY/S: 2 | CPD:16 | LEVEL: 2,3,4

TECHNICAL SKILLS

COURSE OBJECTIVE

After completing this course, participants will be able to:

- Identify the differences between program and project management and understand the roles individuals play in project success
- Identify how risk materializes within live projects and, left uncontrolled, causes projects to fail
- Plan for involvement in project and program management audits
- Outline how different assessment strategies are deployed at different project stages and how these should be integrated with the project timeline
- Appreciate the interplay between risk, timescale and cost

This course is accompanied by an extensive and indexed manual for use on return to work.

COURSE CONTENT

- Project and Program Management
  - Defining project and programs – essential differences
  - Project Diversity – Different types of projects
  - The structure and organization of projects
  - Key players and roles
  - The risk profile of a typical project
  - The audit role in projects and programs
  - The internal auditor's involvement in projects
  - Planning for audit action

- Approaches to Project Management
  - Traditional Approach
  - Phased Approach in the development of a project
  - Project Initiation - determining the nature and scope of the development
  - The importance of project planning
  - How to assess initial project risk?
  - Factoring in complexities – partnership operations, outsourced
  - Service providers, undue reliance, culture risk etc.

- Auditing Projects
  - Understanding the Project Stages, Project risks, Project
  - Roles and Responsibilities.
  - The Principles of Good Internal Control
  - Developing an Audit Program

- Project Organization – Roles & Responsibilities
  - Team structure and basic considerations
  - Roles and responsibilities
  - The project team: people and risk factors associated with
  - pace and stress
  - Understanding project metrics: Independent project auditors
  - project offices and project accountants
  - Communications and Quality Issues

- Project Risk
  - Project Risk assessment
  - Project Risk considerations-including, project risk planning, scope risk, resource risk, constraint management and managing activity risk.
  - Controlling additional costs and time penalties
  - Plan re-assessment

- System Development Life Cycle
  - Development or Maintenance
  - Testing - Why do we need to test?
  - Documentation – Do we really need it?
  - Risks implicated
  - Typical Controls

Formal case study to determine knowledge transfer