

Course Outline

Project Management Concepts Course PM12: 3 days Instructor Led

About this course

In today's dynamically changing business environment projects are initiated under tighter budgetary, resource and time constraints than ever before. This seminar focuses on the core project management skills required to manage any project and will provide the attendees with proven "real life" tools and techniques applied to a case study.

Audience profile

Project Leaders, Team Leaders, Project Managers, Line of Business Coordinators, who are responsible for the delivery of projects in a cross-functional environment.

At course completion

After completing this course, students will be able to:

- Develop a foundation in core project management concepts.
- Apply core project management concepts to managing projects.
- Discover and apply project management tools and techniques applicable to each phase of a project's Life Cycle.

Course Outline

Unit 1 – Introduction

- Course Goals
 - Student Introductions
 - Class Objectives
 - Class Materials
 - Class Norms

Unit 2 – The Framework for Project Management What is a Project?

- How do you define success? Project Constraints
- Where do projects come from?
- Why is there interest in project management? What is Project Management?
- Goals of Project Management
- Exercise – Word Association
- Role of the Project Manager
- Program Management/Portfolio Management
- Role of the PMO
- Phases & Life Cycles Product Life Cycle What is a Process?
- Underlying PM Concept

Unit 3 – Concept Phase

- Business Case for the project
- Project Initiation
- Stakeholders
- Stakeholder Analysis
- Exercise – Identify Project Stakeholders
- Project Charter

Course Outline

- Project Objectives
- Exercise – Develop a Project Charter
- Project Approach/Methodology
- Managing Uncertainty
- Progressive Elaboration
- Rolling Wave Planning

Unit 4 – Planning Phase

- Planning Processes
- Project Management Plan
- Developing the Project Management Plan
- Project Management Plan Contents
- The Management Plans
- Project Scope Management Plan
- Exercise – Review a Project Scope Management Plan
- Gathering Requirements
- Scope Statement
- Assumptions
- Constraints
- Exercise – Create a Project Scope Statement
- Work Breakdown Structure (WBS)
- Product-oriented WBS
- Process-oriented WBS
- Steps for Decomposing a project
- Exercise – Develop a WBS
- Developing the schedule
- Determining the Activities
- Activity Lists
- Exercise – Develop an Activity List
- Activity Dependencies
- Schedule Network Diagrams
- Precedence Diagramming Method (PDM)
- Types of PDM Dependencies
- Leads and Lags
- Exercise – Create a Project Schedule Network Diagram
- Estimating Task Durations
- Duration vs. Effort
- Estimating techniques
- Exercise – Estimate Activity Durations
- Estimate Resource Requirements
- Developing the Schedule
- Schedule Analytical Techniques
- Critical Path Method (CPM)
- Exercise – CPM Calculation
- CPM Critical Path
- Exercise – Develop the Project Schedule and Identify the Critical Path

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- Gantt Charts
- Schedule Compression
- Exercise – Compress a project schedule
- Resource Leveling
- Schedule Reserves
- Developing the Project Budget
- Cost Baseline Curve
- Cost Estimates
- Determining the Cost Baseline
- Cost Reserves
- Exercise – Develop a high-level Project Budget What is Quality?
- Cost of Quality
- Product vs. Process Quality
- Planning for Quality
- The Quality Management Plan
- Quality Management Plan Components
- Exercise – Review a Project Quality Management Plan
- Planning Project Communications
- Communication Concerns
- Project Communications Management Plan Components
- Communications Planning Table
- Exercise – Create a Communications Plan
- Project Risk
- Risk Planning
- Risk Characteristics
- Risk Management – A Structured Approach
- Risk Management Planning
- Risk Identification
- Exercise – Identify Project Risks Risk Assessment
- What is a Probability/Impact Grid?
- Exercise – Assess the previously identified risks
- Responding to Risks
- Risk Response Strategies
- Exercise – Plan Risk Responses
- Contracting on a Project
- Setting the Performance Measurement Baselines
- Variance Analysis

Unit 5 – Construction Phase

- Tracking and Controlling Activities
- Distribute Performance Information
- Quality Assurance
- Quality Control
- Testing
- Project Team Development

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- Stages of Team Development
- Risk Tracking
- Risk Control
- Issues Management
- Calculating Variance
- Exercise – Determining variances off the project plan
- Project Reviews
- Performance Reporting
- Reacting to Variances
- Exercise – Make recommendations for dealing with project variances
- Scope Creep
- Change Control Process
- Change Requests
- Exercise – Perform Change Control

Unit 6 – Installation Phase

- Formal Acceptance
- Transition Documentation
- Transitioning the team
- Discussion – What typically happens during your project’s deployment?

Unit 7 – Maintenance and Support Phase/Project Closeout

- Maintenance/ Support Activities
- Maintenance/ Support Concerns
- Formal Project Closure
- Discussion – What typically happens during project closeout?
 - Contract Closure
 - Administrative Closure
 - Project Archives
 - Lessons Learned

Course Exercises

1. Word Association
2. Identify Project Stakeholders
3. Perform a Stakeholder Analysis
4. Create a Project Charter
5. Review a Project Scope Management Plan
6. Create a Project Scope Statement
7. Create a Work Breakdown Structure (WBS)
8. Develop an Activity List
9. Create a Project Schedule Network Diagram
10. Estimate Activity Durations and Resources Required
11. Develop the project schedule and identify the critical path

Course Outline

12. Compress a project schedule
13. Develop a high-level project budget
14. Define Project and Product Quality
15. Review a Project Quality Management Plan
16. Create a Project Communications Plan
17. Identify project risks
18. Assess project risks previously identified
19. Develop risk responses
20. Determine variance from a project plan
21. Make a recommendation for dealing with project variances
22. Perform Change Control
23. Perform Project Closeout