

Project Management Concepts

Day Workshop – Course PM12

PM12 - Project Management Concepts

Course ID: PM12

Credits: 21 PDUs

Course Duration: 3 days

Course Level: Basic

3 Days – 21 PDUs

Course Description:

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.

Attendee Profile:

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

Course Goals:

- 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

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

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

Project Plan Execution

Tracking and Controlling Activities

Distribute Performance Information

Quality Assurance

Quality Control

Testing

Project Team Development

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:

This seminar uses the context of an IT project case study to allow the participant to practically apply the tools and techniques covered in the class. Using this case study, the participants, working in teams, will work on the following 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
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

