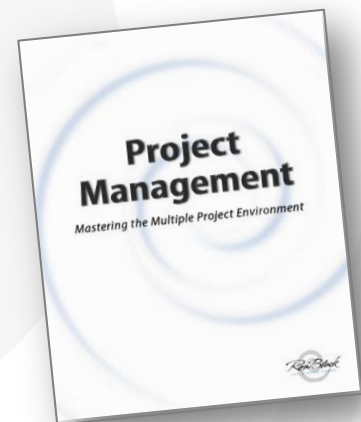# Project Management

Mastering the Multiple Project Environment

This comprehensive, hands-on seminar provides the knowledge, insights, and techniques project teams need to accomplish even the most challenging technical projects in cross functional environments. From the seasoned veteran to the anxious rookie, the largest gains in project success come with a focus on the fundamentals—the process, the vocabulary, the tools and techniques of achievement.

Compliant with popular standards, tailored to your needs, and grounded in results-proven experience, this course delivers skills that drive consistent project success.

Learning Objectives

☐ List and describe the content and purpose of each of the five sets of processes in the project management lifecycle model.

☐ Discuss the relationship between project initiation, project planning, and successful project implementation.

☐ Demonstrate how to use the work breakdown structure to decompose project goals and objectives into work activities, milestones, and constraining dates.

☐ Create a task analysis chart and describe what information is required to plan the types of projects in your profession.

☐ List six approaches to estimating task durations and be able to discuss their pros and cons.

☐ Be able to model workflow using commonly accepted terminology and formats.

☐ Assess resource requirements at the task and project level and be able to communicate with resource loading and leveling charts resource/duration relationships.

☐ Create a project schedule using the critical path method and communicate the information using both Gantt (time-line) and activity-on-node (network) charts.

☐ List the eight steps required to create a baseline plan.

☐ Describe the pros and cons of normal, fast-track, and expedite scheduling approaches and their effect on project durations, costs, resources, and risk.

☐ List seven tracking and control documents and describe their purpose.

☐ Describe how your organization can improve the cross-functional project's communication, control, and achievement.

☐ Discuss the role of the project manager in facilitating communication with the project sponsors, core team, remote team, and other stakeholder groups.

☐ Describe one or more project problems you have experienced, observed, or expect in your project environment and list how you might be able to avoid, mitigate, or prevent the problem in the future.

Course Outline

Introduction to Project Management
What to Expect in the Course
Project Management Survey
The Golden Rules of Project Success

Project Management Process
Project Lifecycle Models
Project Decision and Control Points
Managing the Process of Success

Project Initiation Considerations
Start Slow to Finish Fast
Creating Effective Project Goals
The Triple Constraints
Using a Preplanning Checklist

How to Create Realistic Plans
The Work Breakdown Structure
Activity and Task Analysis
Estimating Task Durations and Resources
Six Duration Estimating Techniques
Assessing Schedule Risk
Establishing Workflow
The Critical Path Method
Program Evaluation and Review Technique
White Board and Cards-on-Wall Planning
Normal, Expedite, and Fast Track Planning
Tool Tip—Planning Step-by-Step

Tracking and Control Essentials
Facts and Data—Success / Failure Factors
Seven Essential Controls
Assessing Real Progress

Budgets and Financial Control
Financial Effectiveness
The Success Formula
Typical Cost Estimating Problems

Problem Solving and Troubleshooting
Dealing with Problems: Known, Unknown, and Unknown Unknowns
Using What You Have Right Now
Tool Tip—Problem Analysis
Strategies for Dealing with Problems
Useful Problem Resolution Tactics

Staffing and Resources
Project Stakeholders and Responsibilities
Predicting (and Avoiding) Team Problems
Project Team Essentials
Selecting a Project Manager
Three Steps to Building Better Teams
Communication Burdens and Productivity
Improving Project Team Communications

Managing the Project Portfolio
Selecting and Prioritizing Projects
Common Portfolio Problems
Improving Organizational Productivity

The Project-Driven Organization
Relevant Organizational Structures
Integrated Project Teams and the IPPD
IPT Communication and Control
The IPT Charter

Glossary
Project Management Vocabulary

Appendix
Project Concept Checklist
Project Charter Form
Project Initiation Document
Statement of Work Form
Planning Checklist
Scope Change Request Form

Format

On-site seminar custom-tailored to your organization's environment, projects, industry, and current objectives. Provided in one- to three-day formats.

Related seminars include **Small Projects, Big Success**; **Project Management for Professionals Who Occasionally Manage Projects**; **Planning that Boosts Coordination, Control, and Cash Flow**; **Managing Projects the Easy Way with MS Project**; and **Creating an Environment for Project Success**.