



Fundamentals of Project Management (2 Days)

COURSE GOAL: Students will understand the basics of project management.

PREREQUISITES: None.

LEARNING OBJECTIVES:

Upon completion of this course the student will be able to:

- Organize the steps involved in managing a project.
- Understand the requirements of a project manager and the necessities of effective planning.
- Develop objectives and understand the risks of real world projects.
- Create estimates and a project management schedule.
- Create a project process review report.
- Measure project process performance using variance analysis.
- Develop a project team and manage conflicts.
- Implement a project in a specific business environment.

KEY TOPICS:

I. An Overview of Project Management

- A. Project Failures
- B. What is Project Management?
- C. It Is Not Just Scheduling!
- D. One-Person Projects
- E. The Big Trap – Working Project Managers
- F. You Can't Have It All!
- G. The Phases of a Project
- H. The Steps in Managing a Project
- I. The Project Management Body of Knowledge

II. The Role of the Project Manager

- A. What is Managing?
- B. Definitions of Management
- C. It's About People!
- D. The Working Project Manager
- E. Authority
- F. A Moment of Truth
- G. Leadership and Management
- H. Do You Want to Be a Project Manager?

III. Planning the Project

- A. The Absolute Imperative of Planning
- B. Planning Defined
- C. Strategy, Tactics, and Logistics
- D. Implementation Planning
- E. Logistics
- F. Plan Ingredients
- G. Sign-Off of the Plan
- H. Changing the Plan
- I. Suggestions for Effective Planning

J. Project Planning Steps

IV. Developing a Mission, Vision, Goals, and Objectives for the Project

- A. Defining the Problem
- B. Confusion of Terms
- C. The Real World
- D. The Real Mission of Every Project
- E. Developing Project Objectives
- F. The Nature of Objectives
- G. Assessing Project Risks

V. Using the Work Breakdown Structure to Plan a Project

- A. A Simple Example
- B. Guidelines for Developing the WBS
- C. Uses of the WBS
- D. Estimating Time, Costs, and Resources
- E. The Hazards of Estimating
- F. Consensual Estimating
- G. Improving Estimating Ability

VI. Scheduling Project Work

- A. A Brief History of Scheduling
- B. Network Diagrams
- C. The Reason for Scheduling
- D. Constructing an Arrow Diagram

VII. Producing a Workable Schedule

- A. Schedule Computations
- B. Network Rules
- C. Basic Scheduling Computations
- D. Using the Network to Manage the Project
- E. Converting Arrow Diagrams to Bar Charts
- F. Assigning Resources to Tasks
- G. Resource Availability

VIII. Project Control and Evaluation

- A. Achieving Team Member Self-Control
- B. Characteristics of a Project Control System
- C. Taking Corrective Action
- D. Timeliness of Response
- E. Designing the Right System
- F. Practicing the KISS Principle
- G. Project Review Meetings
- H. Project Evaluation
- I. Purposes of Project Evaluation
- J. Conducting the Project Process Review
- K. The Process Review Report

IX. Project Control Using Earned Value Analysis

- A. Measuring Progress
- B. Measuring Project Performance/Quality
- C. Earned Value Analysis
- D. Variance Analysis Using Spending Curves
- E. Examples of Progress Tracking Using Spending Curves
- F. Variance Analysis Using Hours Only
- G. Responding to Variances
- H. Accepting Variances
- I. Using Percentage Complete to Measure Progress

X. Managing the Project Team

- A. Team Building
- B. Promoting Teamwork Through Planning
- C. Getting Organized
- D. Recruiting
- E. Clarifying the Team's Mission, Goals, and Objectives

- F. Conflicts Between Individual Goals and the Team's Mission
- G. Team Issues
- H. Working Out Procedures
- I. Relationships in Teams
- J. Stages in a Team's Development
- K. Leading a Team Through the Stages
- L. Developing Commitment to a Team
- M. A Final Suggestion

XI. How to Make Project Management Work in Your Company

- XII.** Project Management for Everyone
- A. My Head Hurts