

# 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 a 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 Stakeholders and 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