

## Managing Today's Projects (Tier 3)



**3 Days** (minimum 6 participants)

### Prerequisites

None.

### Audience

- Individuals with current or future assigned project management responsibilities
- Project leads or team members working on sub projects of larger projects
- Project clients, sponsors and other stakeholders who contribute to projects

### Description

Whatever your role in a project, it is important that you are familiar with best practices in project management so that you can effectively participate in the project work and increase the likelihood of project success.

This course is designed to provide project participants with the knowledge and practical application in using a flexible, efficient ten-step process. This process maps to the classic project management model: Project Initiation and Definition, Planning, Execution and Control and Close-Out.

Participants apply techniques for gathering, analyzing and communicating essential information specific to each step. Working in small teams, participants practice project definition and planning techniques to projects they select at the beginning of the workshop.

### Objectives

Upon successful completion of this course, participants will be able to:

- ✓ Define project management and the five processes of project management
- ✓ Apply a flexible ten step model to effectively manage a project
- ✓ Create and interpret project management deliverables, including: Project Charter Work Breakdown Structure, Project Network diagram, Gantt Chart, Resource histogram, Budgets and cost spreadsheet, Risk Management Plan, Status Report, Project Notebook, Post Project Review
- ✓ Apply project management deliverables to facilitate communication, decision making and problem solving in a project

## Managing Today's Projects (Tier 3), continued

### Introduction

- Definition of a Project
- Definition of Project Management
- Project Management Phases
- Ten Project Management Steps
- Benefits of Project Management

### Step 1 — Define the Project (Definition and Initiation Phase)

- Project Definition Process Map
- Identifying stakeholders and developing a communication plan
- Project Definition Document Guidelines
- Team Exercise

### Step 2 — Generate Tasks (Planning Phase)

- Generating the Work Breakdown Structure
- Involving Project Team Members in the Planning Process
- Team Exercise

### Step 3 — Determine Roles & Responsibilities & Develop Estimates (Planning Phase)

- Clarifying and Documenting roles
- Generating and Documenting Realistic Estimates
- Motivating Team Members to commit to the project

### Step 4 — Define Task Interdependencies & Analyze Critical Path (Planning Phase)

- Defining Predecessors and Successors
- Building the Network Chart
- Identifying the Critical Path
- Determining Float
- Using Critical Path Information to Make Business Decisions

### Step 5 — Develop the Schedule (Planning Phase)

- Building a Gantt Chart from a Network view
- Using Critical Path Compression Strategies to Meet Mandated Deadlines

### STEP 6 — Perform Resource Loading and Leveling (Planning Phase)

- Clarifying Individual Assignments
- Posting Team Assignments on the Schedule
- Reviewing Assignments

- Resource Over-allocation Resolution Strategies
- Documenting Reassignments

### Step 7 - Generate Project Budget (Planning Phase)

- Determining Relevant Expense Categories
- Estimating Costs by Task

### Step 8 - Develop Risk Management Plan (Planning Phase)

- Identifying and Categorizing Risk
- Risk Management Worksheet
- Identifying and Ranking Risks
- Identifying Probable Causes and Developing Preventive Plans
- Developing Contingency Plans and Identifying Trigger Points
- Revising the Schedule to Accommodate the Risk Planning
- Determining How Much Planning is Enough for a Small Project
- Small Project Planning Checklist

### Step 9 - Track and Manage the Project (Execution and Control Phase)

- Collecting Actuals and Comparing to Plan
- Determining Cause and Analyzing Impact
- Taking Corrective Action
- Making Revisions to the Project Plan
- Tracking and Documenting Scope Changes
- Reporting Status and Revisions
- Project Control Pitfalls
- Negotiating with the Project Sponsor and Stakeholders

### Step 10 - Perform Post Project Review (Close Out Phase)

- Collecting Final Actuals
- Project Completion Checklist
- Celebrating Accomplishments and Recognizing Achievements

### Appendices - Managing Project Relationships

- Project Prioritization Guidelines for Multiple Projects
- Project Management Templates for Use Back on the Job