

## Managing the Triple Constraint (Tier 3)



**2 Days (minimum 6 participants)**

### Prerequisites

A course in the basics of project management (e.g., work breakdown, network diagramming, Gantt chart development, resource loading, budget development) or comparable experience managing projects.

### Audience

Experienced project managers, team leaders, and functional managers.

### Description

Many experienced project managers have a good command of the basics of project management, but find they need more advanced techniques to manage larger or more complex projects.

In this workshop, participants learn new techniques, such as selecting the best work breakdown strategy, measuring performance graphically using earned value techniques, and calculating and managing the cost contingency reserve. Participants then apply them using a lively case study.

New skills are acquired in the following six areas:

1. Scope definition and planning
2. Scope control
3. Schedule planning
4. Schedule control
5. Cost planning
6. Cost control

In addition, they learn skills that will help them implement an integrated approach to managing project scope, schedule, and costs, such as work package management, interface management, milestone management, and balancing trade-offs among scope, schedule, and cost. Practical aids for immediate “back on the job” application include worksheets for scope clarification, scope change evaluation, work package description, and schedule assumptions, as well as templates for a milestone review plan and project status report.

## Managing the Triple Constraint (Tier 3), continued

### Objectives

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

- ✓ Negotiate final project scope and select best high-level work breakdown structure based on project strategy
- ✓ Manage project scope by measuring scope accomplishment in comparison to plan and by monitoring and controlling scope change
- ✓ Develop a valid project schedule employing critical path method (CPM) and PERT, as well as selected resource allocation methods
- ✓ Monitor and report project schedule performance
- ✓ Incorporate contingency and management reserves into the project budget and evaluate cost performance using earned value techniques
- ✓ Integrate scope, schedule, and cost management techniques to monitor and report on overall project performance

#### **MODULE 1: Scope Definition and Planning**

- Scope problems, guidelines
- Negotiating scope baseline
- Managing scope uncertainties
- Using scope clarification techniques
- Selecting high-level WBS strategy

#### **MODULE 2: Scope Control**

- Establishing scope control infrastructure
- Tracking scope accomplishment using performance measurement - (budgeted cost of work scheduled (BCWS), budgeted cost of work performed (BCWP))
- Controlling scope change

#### **MODULE 3: Schedule Planning**

- Identifying the work
- Developing time estimates
- Sequencing the work and developing the schedule

#### **MODULE 4: Schedule Control**

- Collecting actuals and analyzing performance - (Schedule variance (SV), schedule performance index (SPI), revised total duration)
- Taking corrective action
- Making plan revisions and reporting status

#### **MODULE 5: Cost Planning**

- Dealing with the inevitable change factor
- Cost budgeting process
- Calculating cost contingency reserve
- Tips for effective cost planning

#### **MODULE 6: Cost Control**

- Work authorizations
- Cost performance analysis - (Actual cost of work performed (ACWP), cost variance (CV), cost performance index (CPI), estimate to complete (ETC), estimate at completion (EAC))
- Managing the contingency reserve

#### **MODULE 7: Controlling with Integrated Scope, Schedule, and Cost Management**

- Work package management
- Interface management
- Milestone management
- Project status report and review meetings
- Balancing trade-offs in scope, schedule, and cost
- Performance measurement: A Review