

This highly interactive, results-focused workshop is ideal for project team members, practicing project managers and project leaders who need to achieve consistent project success through people. Participants will acquire advanced interpersonal skills and learn consensus-building techniques that help provide clarity and garner commitment from team members, customers and management. These influential skills are instilled in participants through real-world scenarios, which continually reinforce the skills, techniques and concepts necessary to improve project results immediately upon return to the workplace. PDUs = 16.

Audience: Those who must influence project customers and other team members.

Prerequisites: Experience in project management.

Number of Days: 2 days

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| <p>1. Project Management Concepts
 Project Management in the Enterprise Environment
 Programs
 Projects and Sub-Projects
 Portfolios
 Project Management Offices (PMOs)
 So What is Project Management
 Project Management Activities
 The Project Management Process
 Project Phases
 Project Lifecycle
 Rolling Wave Planning
 What Defines a Successful Project?
 The Project Management Triangle
 Critical Success Factors
 The Project Manager's Skills and Knowledge
 The Project Manager's Role
 The Project Participants
 The Project Sponsor
 The Stakeholders
 The Project Team
 The Project Environment</p> <p>2. The People Side of Project Management
 The People Side</p> | <p>The Social Style Model™
 Behavioral Dimensions
 Assertiveness
 Responsiveness
 The Social Style
 Social Style Characteristics
 Social Styles Strengths and Challenges
 Social Style and Backup Behavior
 Versatility
 Working With Others
 Building on Your Strengths
 Classification Ethics
 The Communication Process
 Virtual Communications</p> <p>3. Initiating the Project
 Project Initiation
 Defining Need
 Defining Feasibility
 Demonstrating Need and Feasibility
 Project Charter
 Product Description
 Project Stakeholders
 Triangle Flexibility
 Constraints
 Assumptions
 Obtain Project Authorization</p> <p>4. Planning the Project</p> |
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- Why Do You Plan
- Developing the Project Management Plan
- Components of the Project Management Plan
- Project Scope
- Project Scope Statement
- Project Objectives
- Project Deliverables
- Exclusions
- Project Requirements
- Approach
- Planning Purchases and Acquisitions
- Planning Contracts
- Characteristics of an Effective Project Plan
- The Investment of Planning
- 5. Decomposition Using a Work Breakdown Structure**
 - Project Decomposition
 - Benefits of Decomposition
 - Decomposition Using a Work Breakdown Structure
 - Benefits of the Work Breakdown Structure
 - WBS Hierarchy
 - WBS Format
 - Work Package
 - Activity Definition
 - Activities and Tasks
 - WBS Template
 - WBS Graphic Conventions
 - WBS Diagramming Rules
 - Demonstration: WBS
 - WBS List Conventions
 - Other WBS Considerations
 - Skills Matrix
- 6. Estimating**
 - Estimating Accuracy
 - Effort, Duration, and Cost
 - Effort vs. Duration
 - Methods for Estimating Effort
 - Weighted Average
 - Expert Judgment, Delphi, and Parametric Estimating
- Comparative and Function Point Estimating
- Estimating Variables
- Estimating Cost
- Cost Budgeting
- Cost Budgeting Methods
- Spend Plan Worksheet
- 7. Sequence and Scheduling**
 - Sequencing and Scheduling
 - Determining Sequence and Schedule
 - The Network Diagram
 - Diagramming Network Activity
 - Precedence Diagramming
 - Arrow Diagramming
 - Dependencies
 - Milestones
 - Establishing the Network Diagram
 - Precedence Logic
 - Estimating Resources
 - Estimating Duration
 - Lag Time
 - Lead Time
 - Apply the Calendar
 - Network Terms
 - Critical Path
 - Determine the Critical Path — Forward Pass
 - Calculating Float — Backward Pass
 - Gantt and Bar Charts
 - Time/Cost Target
- 8. Organizing and Acquiring Staff**
 - Human Resource Planning
 - Acquire the Project Team
 - Responsibility Assignment Matrix
 - Constraints
 - Resource Histograms
 - Resource Leveling
 - Develop the Project Team
 - Team Web Site
- 9. Control Plans**
 - Planning for Control
 - Quality Management Plan
 - Quality Planning
 - Quality Assurance
 - Quality Control

- Communications Management Plan
- Developing the Communication Plan
- Change Control
- Reasons for Change
- A Typical Change Control Procedure
- 10. Risk Management**
 - Risk Management
 - What is Risk
 - Elements of Risk Management
 - Risk Management Planning
 - Risk Identification
 - Qualitative Risk Analysis
 - Quantitative Risk Analysis
 - Risk Response Planning
 - The Risk Response Register
 - Contingencies and Reserves
 - Risk Management Method
 - Risk Management Worksheet
- 11. Executing the Project**
 - Project Execution
 - Guidelines for Executing a Project Phase
 - Tools and Techniques for Executing the Project Plan
 - Project Kickoff
 - Work Results
 - Tracking Progress via Status Reports
 - Assessing Project Status via Status Meetings
 - Monitoring Project Risk During Execution
 - Pitfalls of Project Execution
- 12. Monitoring and Controlling the Project**
 - Project Control
 - Key Control Activities
 - Prerequisites for Effective Monitoring and Control
 - Performance Monitoring and Reporting
 - Performance Reports
 - Current State Report
 - Original Baseline Report
 - Trend Report
 - Narrative Overview Report
 - Trend Analysis
 - Interpreting Trends
- Questions to Ask Yourself
- Taking Corrective Action
- Tracking and Logging Changes
- Guidelines for Monitoring and Controlling a Project Phase
- Pitfalls to Project Control
- 13. Closing the Project**
 - Closing
 - Administrative Closure Activities
- 14. Summary and Conclusion**