

# Managing Today's Projects

IP130 | Length: 3 days | Credits: 21 PDUs | Talent Triangle – Technical

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## Overview

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 practice in using a flexible, efficient ten-step process. This process maps to best practice models and an international project management standard which focus on five key areas: Initiating, Planning, Executing, Monitoring & Controlling, and Closing.

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 on projects they select at the beginning of the workshop.

## Learning Objectives

Participants will learn how to:

- Define project management and the five process groups of project management
- Apply a flexible ten-step model that provides a process with tools and techniques 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.

## Instructional Strategies

The workshop introduces main process concepts and proven practices from the Project Management Institute's (PMI) five process groups: Initiating, Planning, Executing, Monitoring & Control, and Closing. The instructor presents each topic in a tell-show-do format using a simple case study. Working in teams of four or five, participants then practice applying the tools and techniques on projects they select.

## Audience

- Individuals with current or future assigned project management responsibilities.
- Project Managers responsible for managing small, medium, or large projects.
- Project leads or team members working on sub-projects of larger projects.
- Project clients, sponsors, and other stakeholders who contribute to projects.

## Prerequisites

None.

## Content Outline

### 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

- Project Definition Process Map
- Identifying Stakeholders and Developing a Communication Plan
- Project Definition Team Exercise

### Step 2 - Define Scope

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

### Step 3 - Determine Roles and Responsibilities and Develop Estimates

- Clarifying and Documenting Roles

- Generating and Documenting Realistic Estimates
- Motivating Team Members to Commit to the Project

### Step 4 - Define Work Package and Activity Sequencing and Analyze Critical Path

- 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 Schedule

- Building a Gantt Chart from a Network view
- Using Critical Path Compression Strategies to Meet Mandated Deadlines
- Clarifying Individual Assignments
- Posting Team Assignments on the Schedule

- Reviewing Assignments
- Resource Over Allocation Resolution Strategies
- Documenting Reassignments

### **Step 6 - Generate Cost Estimate**

- Determining Relevant Expense Categories
- Estimating Costs by Task

### **Step 7 – Identify, Analyze, and Document Risks and Responses**

- Identifying and Categorizing Risks
- 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 Risk Planning

### **Step 8 - Approve Project Management Plan and Establish Baselines**

- Validating the Plan
- Project Planning Checklist
- Establishing Baselines

### **Step 9 - Track and Manage the Project**

- Collecting Actuals and Comparing Actuals 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**

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

### **Appendices - Managing Project Relationships**

- Project Management Templates for Use Back on the Job
- Recommended Readings
- Project Management Glossary