PROJECT MANAGEMENT TRAINING COURSES

Managing Projects

Managing IT Projects

Scheduling and Cost Control

Risk Management

Project Leadership, Management and Communications

PMP Exam Power Preparation

IT Risk Management

Quality for Project Managers

Project Management Applications

Negotiation Skills for Project Managers

Business Process Analysis, Innovation and Design

Project Planning, Analysis and Control

Unlocking the Power of Earned Value Management

STRATEGY EXECUTION™

MANAGING IT PROJECTS

COURSE OVERVIEW

Today's IT projects present unique challenges to the project manager, requiring coordination with many stakeholders and integration of various technological capabilities. In this comprehensive introductory course, delegates discover critical success factors and hidden risks inherent in IT projects and leave with an understanding of strategies and techniques developed in the field by experienced IT project managers for successfully managing IT projects.

This course addresses all areas of IT project management: hardware, software, systems integration, communications and human resources. It addresses the role of the project manager and the project team at each phase of the project lifecycle, helping participants gain the foundation, basic experience, techniques and tools to manage each stage of their project. They learn techniques to determine customer requirements, set goals tied directly to stakeholder needs, get the most from their project management team, and utilise project management tools to get work done on time and within budget.

By extending traditional project management concepts into the IT arena, this course provides an understanding of the strategies and skills necessary to manage IT projects of any size by using powerful tools that will enhance IT project management capabilities, as well as written text which explain the concepts in each unit for reference. In addition, will receive the Dictionary of Project Management Terms, Third Edition, by J. LeRoy Ward, PMP, PgMP.

Participants will learn IT project management skills through hands-on exercises, interactive case studies and relevant discussions with their peers and the experienced IT project management instructor, an approach which allows them to practice new skills and ask questions in order to assimilate a broad array of practical experiences that can immediately be applied on return to the workplace.

Reminder: Participants taking this course should not take Managing Projects.

LEARN HOW TO

✔ Describe a typical IT project life cycle and activities within each phase of that cycle

✔ Describe roles and responsibilities of PMs across the IT project life cycle

✔ Apply basic project management techniques to the IT project environment

✔ Identify project management challenges specific to IT projects

✔ Manage and control an IT project against the baseline

✔ Close out an IT project effectively

PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management

- Project Cost Management
- Project Risk Management
- Project Human Resources Management
- Project Communications Management

- Project Procurement Management
- Project Stakeholder Management

COURSE TOPICS

IT Project Management Fundamentals
- What is project management?
- How does a project fit into the bigger picture?
- Some types of IT projects
- Project constraints
- Why IT projects succeed and fail
- Organisational transition
- The IT project life cycle
- Project management as an iterative set of processes
- IT development process models (Waterfall and Iterative)
- The project manager role and responsibilities
- Skills needed by PMs

Concept
- Assess business Needs and opportunities
- Develop project concept(s)
- Formulating good objectives
- Project selection
- Evaluate the financial benefits/costs of the project concept(s)
- People involved in the project
- Identifying stakeholders
- Establish conceptual solution
- Develop business case
- Initiation of the project
- Identify project sponsor
- Assign PM
- Project charter
- Form core project team
- Hold kick off meeting

Requirements
- Defining requirements
- Purpose of defining requirements
- Preparing the requirements
- Participants in requirements definition
- Attributes of good requirements
- Some requirements-gathering techniques
- Boundary conditions
- Analyse requirements
- Prioritise requirements
- Approving the requirements
- Project requirements document
- Requirements traceability
- Review and approve requirements

MANAGING IT PROJECTS

continued...

COURSE TOPICS

Planning

- Project management plan
- Scope planning
- Scope management
- Work breakdown structure (WBS)
- Key WBS terms
- WBS models (graphical and outline/indented)
- Building a work breakdown structure (WBS)
- WBS dictionary
- Translating the WBS into the plan
- Schedule planning
- Creating the schedule
- Common scheduling tools
- Considerations for estimating activity duration
- Network diagrams
- Transforming a WBS into a network diagram
- Uses of the network diagram
- Forward pass
- Backward pass
- Total float
- Completed network diagram showing critical path
- Network analysis
- Gantt charts
- Project calendar
- Milestone charts
- Cumulative cost curve
- Good estimating practices
- Three levels of estimates
- Estimating techniques
- Three-point estimating formulas
- Estimating inputs
- Resource planning
- Human resource planning
- Resource planning tools (roles and responsibilities matrix , resource Gantt chart, resource loading table, resource loading histogram)
- Resource levelling
- Risk planning
- Risk management model
- Risk response strategies for threats and opportunities
- Subsidiary management plans
- Communication planning
- The project management plan
- Project baselines
- Basics of baselines
- Who needs baselines?

Design

- Preliminary design
- Gap analysis
- Benefits of prototyping the IT solution
- Detailed design activities
- PM's role during design
- Technical specification document
- Design criteria
- Design tools and techniques
- Build or buy
- Solution Alternatives
- Procurement Planning
- Selecting a Contract Type
- Preparing Procurement Documents
- Selecting a contractor
- Technical review/client approval

Construction

- Typical challenges during project construction
- PM's role during construction
- Assessing project performance
- Monitoring project performance
- Earned value management (EVM)
- EVM terminology
- Variances
- Interpreting earned value management (EVM) calculations
- Project evaluation
- Indicators that corrective action is needed
- Corrective actions
- Ways to speed up schedules
- "Sunk" costs
- Performance reporting
- Testing the product/system
- Test planning and execution
- Managing change
- Change control board (CCB)
- Configuration management
- Managing risk
- Procurement administration
- Quality
- Developing the project team
- Characteristics of an effective team
- Acquiring project team members
- Project team structures
- Virtual teams
- Organisational structures
- How to form a successful team
- Managing the project team
- Managing stakeholder expectations
- Techniques for managing expectations

Delivery

- Delivery (conversion) strategies
- Delivery teams
- Logistics
- Site preparation
- Logistics management
- Hardware inspection, testing, and acceptance
- Training
- User training and additional considerations
- Transition to the customer
- "Go-Live" transition
- Scope verification and customer acceptance

Closeout

- Closing out a project or phase
- Closeout guidelines and issues
- Guidelines for project closeout
- Project closeout issues—project team
- Project closeout issues—client/customer
- Procurement and project or phase closeout
- Lessons learned
- People-oriented closeout activities
- Transition to operation after closeout
- Organisational transition

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✔ Manage and control an IT project against the baseline

✔ Close out an IT project effectively

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- Project Procurement Management
- Project Stakeholder Management

COURSE TOPICS

- IT Project Management Fundamentals
- Concept
- Requirements
- Planning
- Design
- Delivery
- Closeout

SCHEDULING AND COST CONTROL

COURSE OVERVIEW

This course helps attendees develop effective measures for scheduling and controlling projects by putting the tools of project management to work. The focus is on managing the constraints faced on any project: limits on time, human resources, materials, budget and specifications and provides proven ways to work within identified constraints, without letting predefined limits curtail creativity or innovation.

Delegates receive hands-on experience for practicing their skills in building project requirements and the work breakdown structure. They learn a sound, logical framework for scheduling and controlling project activities and master techniques for estimating, forecasting, budgeting, monitoring, controlling, analysing and reporting costs and interpreting the meaning of earned-value data.

Individual and small-group exercises feature scenarios that help hone these skills and a comprehensive toolkit provides practical field guidance. The course materials also include comprehensive reference materials specific to each unit of the course.

Through a number of sophisticated tools and techniques that can be used to manage time and costs effectively on every type of project, this is one of the programme's most popular courses.

Participants in this course will receive our Earned Valued Formula Finder, which puts the information needed to determine cost, schedule, estimate at completion and estimate to complete values for projects right at their fingertips.

LEARN HOW TO

- ✔ Identify documentation needed to provide inputs to scheduling and cost control activities
- ✔ Use the WBS to identify, assign, and tabulate resource requirements
- ✔ Predict costs and work time using specific levels and estimate types from the WBS
- ✔ Predict future project performance based on historical data

- ✔ Use the WBS to develop a network diagram
- ✔ Calculate schedules using the programme evaluation and review technique (PERT) and the critical path method (CPM)
- ✔ Interpret data gained from time-phased distribution of project costs
- ✔ Apply the discipline of earned value to a project
- ✔ Monitor changes and close out projects on time

PMBOK® KNOWLEDGE AREAS

- Project Scope Management
- Project Time Management

- Project Cost Management
- Project Risk Management

- Project Procurement Management

COURSE TOPICS

Project Definition

- Definition of scheduling and cost control (S&CC)
- Project constraints
- Project life cycle
- Requirements review
- S&CC documentation
- The work breakdown structure (WBS)

Resource Allocation and Estimating

- Resource planning
- Roles and responsibilities matrix
- Resources as estimating sources
- Estimating durations
- Duration considerations
- Productivity and availability in resource-driven estimates
- Types of estimates
- Estimating recommendations
- Estimating tools and techniques (analogous estimates, parametric estimating, vendor bids, bottom-up method: detailed estimates)

- Cost categories and types of costs
- PERT
- SD in PERT estimates
- How to review an estimate
- Estimating caveats

Scheduling

- Defining activities
- WBS and network scheduling
- Validating the time frame
- Considering risk in schedule estimates
- Network diagramming
- Precedence diagramming method (PDM)
- The basic finish to start relationship
- Building a precedence diagram
- Forward pass and backward pass
- Float / slack
- Critical path
- Lag and lead times
- Additional PDM relationships (start to start, finish to finish, start to finish)
- Hammock activity
- Gantt and milestone charts
- Techniques for decreasing project duration

- Cost / time slope
- Resource levelling
- Resource loading

The Baselines

- Basics of baselines
- Types of baselines
- Baseline costs plus reserve
- Cumulative cost curve
- Review the baseline
- The project management plan

Evaluation and Forecasting

- Evaluation
- Control considerations
- Performance control charts
- Defining earned value management (EVM)
- Key EVM terminology
- Key EVM formulas
- Interpreting EVM formulas
- Estimating percent complete
- Analysing variance
- Reporting status

SCHEDULING AND COST CONTROL

continued...

COURSE TOPICS

Change Management Within the Project

- Understanding the project change management process
- Sources of change
- Document change requests
- Determining the impact of change
- Coping with approved changes
- Updating the plan
- Communicating project changes

The Exit Strategy: Closing the Project

- Exit strategy process
- Fulfil contract obligations
- Conduct final WBS review
- Organise files
- Assess lessons learned
- Conduct transition meetings
- Celebrate success
- Close project or phase

RISK MANAGEMENT

COURSE OVERVIEW

In this Risk Management course, delegates work through the proactive approach to threat and opportunity, based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

Risk Management examines threat and opportunity from a top-down and bottom-up perspective using Strategy Execution's proven eight-step risk management process. Using effective tools, including our highly regarded risk assessment model, participants will learn how to evaluate and respond to risk at the project and task levels.

By applying these tools, attendees will end the course with new practices to apply in their own environment and form new insights on the implications and advantages of applying risk management well.

Reminder: Participants taking this course should not take IT Risk Management.

LEARN HOW TO

✔ Define risk and risk management

✔ Identify risks using various methods

✔ Assess the potential impact of risk factors

✔ Prioritise risks to determine the most important

✔ Develop effective risk response strategies

✔ Control risk during project execution using proven tools and techniques

✔ Use a practical 8-step process to manage project risk

✔ Write a risk management plan for a project using a proven risk management plan template

PMBOK® KNOWLEDGE AREAS

- Project Time Management
- Project Cost Management

- Project Risk Management
- Project Procurement Management

- Project Communications Management

COURSE TOPICS

Foundations of Risk

- Project risk
- Dual nature of risk
- Elements of risk
- Levels of risk
- Characteristics of risk events
- Risk management
- Definition, benefits, and responsibilities of risk management
- The project planning process and risk management
- The project life cycle and risk management
- Types of risks
- Uncertainty
- Factors affecting risk perceptions
- Critical success factors for dealing with risk

Identifying Risks

- Risk management and project management
- Risk management model
- Step 1: risk management planning
- Importance of documentation and communication
- Step 2: identify risks
- Guidelines and preparation for identification
- Tools and techniques (expert interviews, Delphi technique, brainstorming, nominal group technique, affinity diagram, analogy, checklists, questionnaires and templates, crawford slip method, SWOT analysis, prototyping)

- Risk event lists and common problems
- Identifying additional risks

Analysis Fundamentals

- Presenting risk
- Probability and impact
- Qualitative risk rating
- Quantitative risk analysis
- Probability assessment: combining approaches
- Probability analysis and rules
- Comparison of approaches

Analysing and Prioritising Risk

- Step 3: analyse risks
- Risk analysis guidelines
- Impact analysis (project cost, schedule, and scope)
- Tools and techniques (expert judgment, financial measurements, expected value, decision tree, statistical sums (PERT), and computer simulation (Monte Carlo))
- Documenting the analysis
- Step 4: prioritise risks
- Guidelines
- Tools and techniques (qualitative risk ranking, expected value, filtering, and comparative risk ranking)

Plan Responses to Risk

- Step 5: risk response planning
- Risk response planning process

- Risk response strategies for threats
- Risk response strategies for opportunities
- Schedule risk response planning
- Risk analysis and response development
- Response analysis matrix
- Risk response escalation
- Definition of reserves
- Factors in determining reserves
- Update risk management plan

Executing, Evaluating, and Documenting Risks

- Overview of risk monitoring and control
- Step 6: execute risk response strategy
- Risk execution Terms
- Early Warning systems
- Monitor project status
- Maintain project management plan and other project documentation
- Step 7: evaluate results
- Evaluation guidelines
- Evaluate results of corrective actions
- Risk reassessment
- Step 8: document risk management results

IT RISK MANAGEMENT

COURSE OVERVIEW

The unique challenges of IT projects make it mandatory an IT project manager be a skilled risk manager. Risk will always exist in IT projects given the need to deal with challenging requirements and expectations, complex and ever-changing technologies and business needs, and aggressive schedules and budgets to support business success. However, it is not inevitable that risk management will be an impossible task that will result in your being viewed as reactive, or worse, unresponsive.

In IT Risk Management, delegates learn to look at risk management as a way to seize opportunities, minimise threats and achieve optimum results by working through the proactive approach to threat and opportunity— based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

Using effective tools, including Strategy Execution's highly regarded risk assessment model, attendees learn how to evaluate and respond to risk at the project and task levels as well as how to apply these tools to analyse and classify risks, determine how to establish an acceptable level of risk and develop a practical risk response plan.

A multi-part case study takes participants from a risk overview at the beginning of an IT project through the challenges of ongoing assessment and reassessment of threats and opportunities throughout the project. They will leave this course prepared to face the challenges and opportunities of risk management and with new practices to apply in their own environment as well as new insights on the implications and advantages of applying risk management well.

Reminder: Participants taking this course should not take Risk Management.

LEARN HOW TO

✔ Define risk and risk management
✔ Identify risks using various methods
✔ Assess the potential impact of risk factors
✔ Prioritise risks to determine the most important
✔ Develop effective risk response strategies

✔ Control risk during project execution using proven tools and techniques
✔ Use a practical 8-step process to manage project risk
✔ Write a risk management plan for a project using a proven risk management plan template

PMBOK® KNOWLEDGE AREAS

- Project Time Management
- Project Cost Management

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COURSE TOPICS

Foundations of Risk

- Project risk
- Dual nature of risk
- Elements of risk
- Levels of risk
- Characteristics of risk events
- Risk management
- Definition, benefits, and responsibilities of risk management
- The project planning process and risk management
- The project life cycle and risk management
- Types of risks
- Uncertainty
- Factors affecting risk perceptions
- Critical success factors for dealing with risk

Identifying Risks

- Risk management and project management
- Risk management model
- Step 1: risk management planning
- Importance of documentation and communication

- Step 2: identify risks
- Guidelines and preparation for identification
- Typical problems in IT projects
- Tools and techniques (expert interviews, Delphi technique, brainstorming, nominal group technique, affinity diagram, analogy, checklists, questionnaires, and templates, crawford slip method, SWOT analysis, prototyping)
- Risk event lists and common problems
- Identifying additional risks

Analysis Fundamentals

- Presenting risk
- Probability and impact
- Qualitative risk rating
- Quantitative risk analysis
- Probability assessment: combining approaches
- Probability analysis and rules
- Comparison of approaches

Analysing and Prioritising Risk

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- Risk analysis guidelines
- Impact analysis (project cost, schedule, and ccope)
- Tools and techniques (expert judgment, financial measurements, expected value, decision tree, statistical sums (PERT), and computer simulation (Monte Carlo))
- Documenting the analysis
- Step 4: prioritise risks
- Guidelines
- Tools and techniques (qualitative risk ranking, expected value, filtering, and comparative risk ranking)

Planning Responses to Risk

- Step 5: risk response planning
- Risk response planning process
- Risk response strategies for threats
- Risk response strategies for opportunities
- Schedule risk response planning
- Risk analysis and response development
- Response analysis matrix
- Risk response escalation
- Definition of reserves
- Factors in determining reserves
- Update risk management plan

IT RISK MANAGEMENT

continued...

COURSE TOPICS

Executing, Evaluating, and Documenting Risks

- Overview of risk monitoring and control
- Step 6: execute risk response strategy
- Risk execution terms
- Early warning systems
- Monitor project status
- Maintain project management plan and other project documentation
- Step 7: evaluate results
- Evaluation guidelines
- Evaluate results of corrective actions
- Risk reassessment
- Step 8: document risk management results

Course Closeout

- Risk—the final steps during project closeout
- Risk management: a growth process
- Expectations of a risk/project manager

PROJECT LEADERSHIP, MANAGEMENT AND COMMUNICATIONS

3 DAYS

COURSE OVERVIEW

Project Leadership, Management and Communications is an interactive course designed to provide a solid foundation in key leadership competencies for a truly transformational leadership experience. Participants will complete a self-assessment of their leadership skills, before mastering the basics of the following leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating and leading change.

After assessing their skills, delegates will create and refine a personal leadership vision and work on strengthening their leadership competencies in order to develop a personal Leadership Development Plan. By learning how to empower themselves and other team members through more effective negotiation, based on an understanding of the differences between competitive and collaborative negotiation approaches, participants will gain an appreciation of the importance of a collaborative "win/win" negotiation process. They will also gain a clear understanding of why communication is so important—regardless of how a project is organised. And they will discover how business and personal ethics can influence leadership style and personality - as well as how their individual leadership style and personality can influence the course a project will take.

Working with other professionals and an experienced instructor/facilitator in an interactive classroom environment, attendees will engage in revealing case studies, lively discussion and practical exercises. Project managers and business professionals who need to increase their leadership skills will find Project Leadership, Management and Communications to be extremely valuable as they master important skills to get the most from their most valuable project management resource - their people.

LEARN HOW TO

✔ Explain current leadership philosophies as applied to project management
✔ Develop strategies for leading effective teams
✔ Improve relationships and communications with stakeholders by applying Relationship Awareness® Theory and concepts

✔ Use appropriate styles of conflict resolution
✔ Explore ethical issues in business decisions
✔ Manage difficult project management issues
✔ Develop strategies for leading successful change
✔ Create a Leadership Development Plan

PMBOK® KNOWLEDGE AREAS

- Project Cost Management
- Project Time Management

- Project Risk Management
- Project Human Resources Management

- Project Communications Management
- Project Stakeholder Management

COURSE TOPICS

Leadership and Management

- What Is leadership?
- Leadership theory and research
- Role of leadership in today's business environment
- Leadership and project success
- Leadership competencies
- Leadership styles

Leading Effective Teams

- Definition of a team
- Characteristics of effective teams
- Challenges of leading project teams
- Types of teams
- Strategies for optimising team size
- Colocation
- Virtual and global teams
- Stages of team development
- Team behaviour

Building Relationships

- Building relationships
- Relationship awareness® theory

- Interpersonal development in relationship awareness® theory
- The Seven MVS™s
- Relationship awareness® theory and organisational culture
- Relationship awareness® theory and management
- Relationship awareness® theory and rewards
- Strengths versus weaknesses
- Effective communication
- The communication model
- Communication strategies
- Project communication plans

Managing Conflicts

- Project teams and conflict
- Sources of conflict on project teams
- Conflict management
- Relationship awareness® theory and conflict
- Approaches to managing conflict
- Competitive negotiation
- Using power to persuade and influence
- Collaborative negotiation

Ethics and Leadership

- Defining ethics
- Benefits of ethical behaviour
- Consequences of unethical behaviour
- Ethical guidelines
- Personal versus business ethics
- Ethics and leadership
- Ethics and project management

Leading Change

- What is change?
- Implementing change
- Stages of adjusting to change
- Managing change
- Leading projects influenced by organisational change
- Change strategy planning
- Fundamental principles of managing change

Putting It All Together

- Expectations of a project leader
- Leadership: a growth process
- Leadership development plan

QUALITY FOR PROJECT MANAGERS

COURSE OVERVIEW

Quality for Project Managers applies quality principles to project management itself, as well as to the products and services resulting from projects. It brings to the forefront the essentials of project quality management and its vital link to business success, with a focus on the tools and essentials of effective quality management that work for any organisation, regardless of industry. The course shows participants how to integrate quality management concepts with project management programme to support business success.

Attendees will learn about the philosophy and principles of quality management and how to translate these concepts into specific actions that are key to successful project quality efforts. The course presents a five-step model for successfully planning project quality, a five-step model for effectively assuring project quality and a quality-control toolkit, all of which can be immediately applied to their work environment. With a strong emphasis on exercises, this course provides the opportunity to apply quality strategies and skills to real-world scenarios. Delegates will practice concepts, tools and techniques using modularised case studies that require immediate and direct application of skills learned.

The strategies of quality management and continuous improvement dovetail with project management concepts to increase control over objectives, work and performance. Master these proven methods and discover how quality greatly contributes to, and enhances, project success.

LEARN HOW TO

✔ Integrate quality management into the entire project life cycle for products, processes, or services

✔ Plan effectively for quality management in the project

✔ Assess and improve your organisation's current quality capabilities to help ensure that projects will meet required quality standards

✔ Monitor results using quality control tools to help ensure customer satisfaction

✔ Apply quality management tools and techniques to "real-world" quality management situations

✔ Enhance customer expectations through communication, requirements elicitation, stakeholder analysis, and planning of quality management

PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Quality Management
- Project Communications Management

COURSE TOPICS

Quality Management Principles in the Project Environment

- What is quality?
- Quality and the project constraints
- What is project quality management?
- The strategy / project / quality link
- Quality management and the project lifecycle
- The evolution of quality
- Systems thinking
- The cost of quality
- Basic quality management toolkit

Quality Planning

- What is quality planning (QP)?
- QP inputs, tools and techniques
- Steps to quality planning
- Identifying, defining, and analysing stakeholders and customers
- Types of stakeholders
- Importance of stakeholder identification
- Needs assessment

- Defining and identifying requirements
- Sources of requirements
- Requirements documentation
- Common characteristics of product, service, and software quality requirements
- Prioritising quality requirements
- Developing SMART quality standards
- Measureable metrics
- Benchmarking
- QP deliverables

Quality Assurance

- What is quality assurance (QA)?
- QA inputs, tools and techniques
- Steps in quality assurance
- Developing QA activities and measurement standards
- Determining QA capabilities of the organisation
- Conducting QA activities
- Process improvement
- QA activities and the project quality management plan

- Quality audits
- Quality path vs. critical path
- QA and change control
- QA deliverables

Quality Control

- What is quality control (QC)?
- Why/when to perform QC?
- Major questions of QP, QA and QC
- QC inputs, tools and techniques
- The voice of the customer and the voice of the process
- "Good enough" approach
- Taguchi's loss function
- Quantum innovation vs. continuous improvement
- The continuous improvement mindset
- Plan-do-check-act (PDCA) cycle
- Basic quality control toolkit
- Quality audits and lessons learned
- QC deliverables

PROJECT MANAGEMENT APPLICATIONS 4 DAYS

COURSE OVERVIEW

Watch basic concepts come to life in this course, a comprehensive synthesis of core project management principles designed to reinforce skills learned throughout the core curriculum. Whether you attend the classroom or online course, you will work in teams to complete an extensive, realistic, project case study.

You'll propose, plan and execute a full-scale project under typical organisational constraints. Follow your project through the life cycle, resolving issues of performance, scheduling and control as you address questions of leadership and management. Each team member will take a turn as project manager, defining objectives and performing tasks and producing deliverables critical to the project's success.

Confirm your mastery of the core principles of project management in this experiential course and gain the hands-on confidence to practice new skills in your organisation.

Reminder: This practice-based course integrates the knowledge, skills and competencies that are gained in the other core project management courses. Having a foundation in industry standard project management practices is a vital component to your success in this course.

LEARN HOW TO

✔ Review and apply lessons learned throughout the Project Management Professional Development programme

✔ Recognise and understand a competency model for project managers

✔ Practice and receive feedback on using project manager competencies

✔ Practice developing a comprehensive plan for a project by using baseline plans when appropriate

✔ Practice controlling a project in a resource-constrained environment, juggling competing time versus cost versus resources versus quality and performance

✔ Build a cohesive and productive project team and deal with the practical and emotional issues involved with team building by coordinating efforts across multiple parts of the organisation

✔ Apply a project management software system to planning and controlling the project if desired

✔ Transfer lessons learned back to the real job

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COURSE TOPICS

Project Manager Competencies

- Competency model for project managers
- Project management competencies
- How to apply competencies

Project Management Simulation Overview

- Overview: project management simulation
- Typical activities of the project life cycle
- Review: project management tools
- Review: purpose of planning
- Project planning roles and responsibilities
- Stages of team development
- Building a work breakdown structure (WBS)

- Roles and responsibilities matrix
- Estimating processes
- Scheduling
- Monitoring progress
- Managing project change

Team Formation

- Team formation

Preproposal Analysis and Planning

- Preproposal analysis and planning

Proposal Preparation

- Proposal preparation

Postaward Planning

- Postaward planning
- Kickoff meeting objectives
- General meeting How-tos

Negotiation

- Views on negotiation
- Successful negotiators
- Negotiation approaches
- Types of negotiations
- The contract negotiation process: best practices

Implementation

- Implementation

PROJECT PLANNING, ANALYSIS AND CONTROL

COURSE OVERVIEW

This course gives intensive instruction in project management fundamentals across the entire project life cycle. It provides proven strategies and practical tools for planning, executing, and controlling a variety of projects. It also offers detailed and sophisticated instruction in the critical areas of scheduling key events, controlling costs, and managing risks.

Participants will improve their ability to define the scope of a product development project and manage within that scope. They will learn how to identify and sequence tasks, estimate durations of tasks, schedule events and activities, plan for delays, control variances, manage costs, and utilise resources. Participants will also learn qualitative and quantitative techniques for identifying, analysing, and mitigating risk, as well as the best ways and times to apply these techniques to the project environment.

Participants will be introduced to key theories, concepts, and practices, then put this knowledge to work in the classroom through a comprehensive set of case study activities revolving around a central scenario. Function-specific case study scenarios are available to provide a more realistic experience for participants.

LEARN HOW TO

✔ Describe the roles and responsibilities of project managers across the project life cycle

✔ Define and develop the foundations of a project management plan, including project requirements, the work breakdown structure (WBS), schedule, resources, and other cost estimates

✔ Describe project risk identification, risk assessment, and risk mitigation strategies

✔ Control the project by managing against the baseline

✔ Close out a project effectively learned review

PMBOK® KNOWLEDGE AREAS

- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Scope Management
- Project Stakeholder Management

COURSE TOPICS

Introduction to Project Management
- What is a project?
- What is project management?
- Managing projects using project constraints
- Influences on projects
- Organisational structures and their influence on projects
- External influences on a project
- Project manager roles and responsibilities
- Project life cycles
- Project Life cycle key documentation

Project Initiation
- Risk management – a full project life-cycle responsibility
- Initiating a project
- Project selection
- Selection tools
- After selection: the right start
- Stakeholders – needs and positions
- High-level stakeholder model
- Stakeholder categories
- Stakeholder expectations
- Inherent risks

- Examples of inherent risk factors
- Reducing inherent risk
- From needs assessment to project requirements
- Needs assessment
- Formulating good objectives
- Requirements and specifications
- Requirements tools and alignment
- Project charter and PRD
- Project charter fundamentals
- From project charter to project requirements document
- Project requirements document (PRD)

Project Planning
- The project management plan
- Planning's foundation: scope and requirements
- Defining project scope
- Work breakdown structure (WBS)
- Benefits of a WBS
- WBS formats
- Uses of a WBS
- Key WBS terms
- Organising the WBS
- Building a WBS
- WBS dictionary

- Using the WBS in other plans
- Resource planning
- Good estimating practices
- Estimating approaches (analogous estimates, parametric estimating, vendor bids, bottom-up method: detailed estimates, programme evaluation and review technique (PERT), standard deviation (SD) in PERT estimates)
- Other estimating considerations
- Duration: key terms
- Schedule planning
- Common scheduling tools
- Network diagrams
- Precedence diagramming method (PDM)
- Logical relationships
- Transforming a WBS into a precedence diagram
- Schedule network analyses
- Critical path method (CPM)
- Forward pass
- Backward pass
- Float
- Critical path
- Free float
- Lag and lead
- Gantt charts

PROJECT PLANNING, ANALYSIS AND CONTROL

continued...

COURSE TOPICS

- Project calendar
- Milestone charts
- Techniques for compressing the schedule and levelling resources
- Speeding up the schedule
- Cost planning
- Cost components
- Cumulative cost curve
- Baseline costs plus reserve
- Resource planning tools and techniques
- Roles and responsibilities matrix (RACI)
- Resource loading table
- Resource loading histogram
- Resource levelling
- Additional planning processes (including communication planning)
- Project baselines

Risk Management

- Key definitions
- Elements of risk
- Benefits of risk management
- Responsibilities in risk management
- Risk management – A full project life-cycle responsibility
- Risk exposure
- Risk management model
- Step 1: risk management planning
- Step 2: identify risks
- Guidelines to identifying risks
- Categories help to identify more risks
- Idea-generation techniques and tools
- Step 3: analyse risks
- Risk analysis guidelines
- Presenting risk information
- Qualitative risk rating
- Quantitative risk analysis
- Probability assessment: combining qualitative and quantitative approaches
- Probability analysis and rules of probability
- Tools and techniques for risk analysis
- Expected value basics
- Decision tree
- Overall risk rankings
- Documenting the analysis
- Step 4: prioritise risks
- Guidelines to prioritising risks
- Risk prioritisation process and tools
- Expected value ranking
- Filtering and CRR
- How filtering and CRR work together
- Step 5: plan risk response
- Response strategy guidelines

- Risk response strategies for threats
- Risk response strategies for opportunities
- Risk response development form
- Reserves
- Factors in determining reserves
- Risk management plan
- Update risk management plan
- Step 6: execute risk strategy
- Establish an early warning system
- Step 7: evaluate results
- Evaluation guidelines
- Step 8: document risk management results
- Risk documentation

Project Implementation

- Project control considerations
- Responsibilities in project control
- Tools and techniques for project control
- Project monitoring processes
- Managing the triple constraint (time, cost, scope, process management)
- Earned value management (EVM)
- Key EVM terminology
- Other useful earned value terminology
- Integrated cost/schedule status
- Key earned value data
- Earned value analysis: formulas and their interpretation
- Schedule and cost variance
- Schedule and cost performance indexes
- Percent complete and percent spent
- The 50-50 rule
- Understanding the change management process
- Change control
- Configuration management

Project Closeout

- Conduct final WBS review
- Measure outcomes (success criteria)
- Review closeout checklist
- Fulfil contract obligations
- Reaffirm customer and stakeholder relationships
- Administrative closeout
- Assess lessons learned
- Celebrate success
- Disband project team
- Assess management performance
- Final project evaluation

PMP EXAM POWER PREPARATION

COURSE OVERVIEW

Beyond academic credentials, certification by the Project Management Institute (PMI®) as a project management professional (PMP®) demonstrates that the recipient has mastered essential project management skills and knowledge.

To earn PMI's PMP® credential, applicants must demonstrate the required long-term commitment to project management professionalism and pass a rigorous 200-question exam covering the five management process groups, the ten knowledge areas in PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

This well-proven and successful course will improve participants' chances of passing the PMP® certification exam. Participants find out exactly what they need to know and how to prepare themselves to successfully tackle any question on the exam.

Participants take their final practice exams online and are awarded their certificate after they attempt and complete both comprehensive online exams.

LEARN HOW TO

✔ Recognise the types of questions on the PMP exam
✔ Demonstrate an understanding of PMI's project management best practices
✔ Defeat exam anxiety by completing practice exams
✔ Confidently list the mathematical formulas that will appear on the exam

✔ Create more "best" answers, rather than just "right" answers
✔ Learn techniques for choosing when you do not know the answer to the exam question
✔ Design the study approach best suited for your preparation
✔ Discuss major themes and issues for each of the ten knowledge areas

PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management

- Project Cost Management
- Project Risk Management
- Project Human Resource Management

- Project Procurement Management
- Project Communications Management
- Project Stakeholder Management

COURSE TOPICS

Course Overview

- Power prep approach
- Course guidelines
- Test-taking strategies
- Top reasons for exam failure

Introduction

- Purpose of the PMBOK® guide
- Fundamental concepts and definitions
- Components of the guide

The Environment in Which Projects Operate

- Enterprise environmental factors
- Organisational process assets
- Organisational systems

The Role of the Project Manager (PM)

- Definition of a project manager (PM)
- Sphere of influence
- PM competencies
- Leadership and management

Project Integration Management

- Integration management processes
- Develop project charter

- Develop project management plan
- Direct and manage project work
- Manage project knowledge
- Monitor and control project work
- Perform integrated change control
- Close project or phase

Project Scope Management

- Plan scope management
- Collect requirements
- Define scope
- Create WBS
- Validate scope
- Control scope

Project Schedule Management

- Plan schedule management
- Define activities
- Sequence activities
- Estimate activity duration
- Develop schedule
- Control schedule

Project Cost Management

- Plan cost management
- Estimate costs

- Determine budget
- Control costs

Project Quality Management

- Plan quality management
- Manage quality
- Control quality

Project Resource Management

- Plan resource management
- Estimate activity resources
- Acquire resources
- Develop team
- Manage team
- Control resources

Project Communication Management

- Plan communications management
- Manage communications
- Monitor communications

Project Risk Management

- Plan risk management
- Identify risks
- Perform qualitative risk analysis

PMP EXAM POWER PREPARATION

continued...

COURSE TOPICS

- Perform quantitative risk analysis
- Plan risk responses
- Implement risk responses
- Monitor risks

Project Procurement Management

- Plan procurement management
- Conduct procurements
- Control procurements

Project Stakeholder Management

- Identify stakeholders
- Plan stakeholder engagement
- Manage stakeholder engagement
- Monitor stakeholder engagement

NEGOTIATION SKILLS FOR PROJECT MANAGERS

COURSE OVERVIEW

Negotiation is an invaluable skill for any project manager. Not only do they negotiate agreements with vendors and contractors, but they must effectively negotiate with stakeholders, customers and team members throughout the life of the project. This three day, highly interactive experience covers the dynamics, processes and techniques of internal and external negotiation situations.

Short on lecture and long on practice, this course provides participants with the opportunity to experience one-on-one negotiations. They will learn how to analyse negotiation style, diffuse conflict and turn it into an advantage, as well as negotiate more effectively. Participants will receive coaching and feedback from the instructor and the other attendees.

By the end of the course, delegates will have explored the dynamics of both the competitive and collaborative models of negotiation as well as some of the implications of team negotiations. Not only will they have gained new skills, they will also have experience using them in realistic situations. To ensure these new skills are maintained, the course includes a Personal Action Plan that will ensure the integration of new knowledge and skills in both personal and professional life.

LEARN HOW TO

✔ Explore negotiation in the context of project management

✔ Look at the naturally occurring structure of a negotiation in order to develop an efficient and effective methodology for preparing and conducting a negotiation

✔ Gain insight into how to better manage yourself, your emotions, and your relationship with the other party in order to obtain sound agreements

✔ Identify your personality type with a focus on improving your negotiating strengths and minimising weaknesses

✔ Increase knowledge and skills for complex and difficult negotiation situations

COURSE TOPICS

Negotiation Fundamentals for Project Management

- Project management negotiation defined
- Negotiation and project management
- Strategies for negotiating with different types of stakeholders
- Negotiation and the project life cycle
- Negotiating the project constraints
- Negotiating scope

Key Project Negotiation Concepts

- Negotiation: big picture
- Stages of negotiation
- Issues and backup plans
- Dynamic and static issues
- Competitive vs. collaborative negotiation
- Dynamic: positions vs. interests
- Competitive: soft, hard, analytical approaches and techniques
- Identifying ranges and the ZOPA
- Preparing to negotiate collaboratively

Collaborative Negotiation: The Basic Elements

- Negotiating styles
- Collaborative negotiation skills
- Why collaborate in a project environment
- Steps to collaboration
- The collaborative negotiator
- Manage the relationship (positive climate, build trust, separate the people from the problem
- Interests vs. positions
- Clarifying interests
- Developing options
- Review, summarise, and refine agreement
- Closing the negotiation and evaluating outcomes

What If They Won't Collaborate?

- Difficult negotiators (four types and strategies for dealing with them)
- Emotional
- Argumentative
- Dug-in
- Stuck
- Using power
- Preparing to negotiate collaboratively

Influencing Styles

- Personality styles and negotiation styles
- Myers Brigg type indicator (MBTI®)
- Administration
- Guidelines
- Benefits of MBTI® for negotiation
- The Four MBTI® scales
- Understanding the influencing style in a negotiation
- Two approaches to the environment
- Two ways people gather data
- Two ways people make decisions
- Energy attitude (extrovert vs. introvert)
- MBTI® and negotiation stage selection
- Examples of how type impacts other types
- Dynamic interaction of the mental functions (including the dynamic lens)
- Stress and the MBTI® (The Grip Experience)

Negotiation Challenges and Complexities

- Complexity vs. difficulty (including project management examples)
- The role of power in negotiation
- Strategies for negotiating up
- Virtual negotiations (challenges and strategies)
- Cross-cultural negotiation variables
- Context
- Tips for negotiating across cultures
- Multiple-party vs. two-party negotiations
- Team negotiation complexities
- Open dialog

BUSINESS PROCESS ANALYSIS, INNOVATION AND DESIGN

COURSE OVERVIEW

In order to survive, organisations must become lean, flexible, innovative and customer-driven. To do this, most companies need to analyse and redesign core business processes. They must abandon old ideas about how organisations should be managed and rethink how to do things faster, better, cheaper — or whether to do them at all.

Business process analysis and design, also called business process innovation, can tremendously improve an organisation's productivity, profitability, responsiveness and customer satisfaction. In pace-setting organisations, fast, efficient processes have become a primary vehicle for competitive performance.

This practical techniques for designing critical processes in corporations, government agencies and nonprofit organisations and provides answers to fundamental questions about process innovation: what it is, what benefits it affords, and why it necessitates rethinking an organisation's use of information technology and management control mechanisms.

Attendees will leave the course prepared to begin business process analysis and redesign with realistic expectations and sound strategies that provide a foundation for success.

LEARN HOW TO

✔ Understand how business processes contribute to an organisation's competitive edge and, therefore, the importance of ensuring efficient, effective processes that focus on the customer

✔ Recognise the elements of process innovation and how to put them to use in your own organisation

✔ Use process management as a business strategy

✔ Recognise leadership characteristics necessary to effect a transformational process change

✔ Identify symptoms of broken processes in your organisation and identify your organisation's readiness for change Analyse the current AS-IS process

✔ Create a new TO-BE process with an action plan and risk analysis

✔ Identify "bad" assumptions blocking successful process change

✔ Use strategies for implementing, communicating, and overcoming resistance to process change in your organisation

COURSE TOPICS

Defining Business Process Analysis, Innovation, and Design

- Review the old process
- Three approaches to process improvement
- Definition of business process innovation
- Radical redesign: thinking outside the box
- Old vs new process
- Elements of radical process redesigns
- Process innovation road map
- Radical redesign checklist
- Lessons for success
- Sample process redesign
- Customer-centred process value
- Change what you measure and measure what you change
- Process innovation
- How organisations fail at process innovation
- Lessons for success and up-front lessons learned
- Motivation for process change

Business Process Innovation and Design Business Perspective

- Market dominators

- Change strategies
- When to redesign a process
- Process maturity curve
- Traditional vs. process view
- Business performance defined
- Process analysis improvement strategy definition and purpose
- Process performance measures
- Efficiency, effectiveness, effectiveness measures
- Minimising cost of quality
- Reducing variations
- Accelerating cycle time
- Effectiveness measures
- Customer requirements
- Product/service attributes
- Value-added/non-value- added activities
- Seven types of waste

Process Management as a Business Strategy

- Organisational readiness survey
- An organisational model
- Sample change model
- Problem/cause analysis
- Process prioritisation and selection
- Capability matrix

- Make-versus-buy grid
- Process capability analysis
- Lessons for success

Organisational Change Acceleration and Change Leadership

- Change acceleration process (CAP)
- Cultural readiness
- Leadership
- Leaders and managers
- Leadership matrix
- CAP leadership
- B-Paid Toolkit—profile on CAP leadership
- Personal process leadership (DiSC)
- DiSC application (dominance, influence, steadiness, contientiousness)
- Personal profile planner

Process Performance Analysis: The "As-Is" Map

- "As-is" process map
- Benchmarking
- Understanding process performance
- Versions of a process
- Process mapping

BUSINESS PROCESS ANALYSIS, INNOVATION AND DESIGN

3 DAYS

continued...

COURSE TOPICS

- Charting a core process
- Process innovation—the "as-is" map
- Applying the AS-IS Process
- Value time
- Process performance analysis: process observation tool
- Where to start
- Tools and techniques
- Categories for analysis
- Team leader's guide
- Low pain gains

Process Innovation and Design: The "To-Be" Map

- The metaphysics of process innovation
- Innovation and design
- Managing process innovation
- Reinvention process models
- Assumption busting
- Strategic assumptions: procurement
- Reinvention process models
- Process design strategy
- Process improvement strategies
- BPAID affinity analysis tool
- Process innovation design
- Measuring for success
- Opportunity flowchart
- Characteristics of innovated processes
- Stretch goals for true innovation and creativity
- Benchmarks of process redesign

Communicating the New Process

- Tips for communicating corporate change
- Stages of adjusting to change
- Tips for communicating corporate change
- Lessons for success

Overcoming Resistance to Change

- Barriers to change
- Process change
- How change affects people
- Process innovation emotion curve
- Stakeholder analysis
- Principles of overcoming resistance to change
- Steps to reduce resistance to change
- Lessons for success
- Motivating change

UNLOCKING THE POWER OF EARNED VALUE MANAGEMENT

3 DAYS

COURSE OVERVIEW

You've been hearing the term Earned Value Management (EVM) for some time, and you have been introduced to the plethora of calculations involved. Management has been pushing you to explain what's really going on in your projects, and to tell them how you know that what you're telling them is true. What you really need is a more objective way to evaluate and control your project and to provide management accurate summary information. In short, you need Unlocking the Power of Earned Value Management.

This course will take you beyond the calculations you've already learned. You'll review key project documents to gain an understanding of their relationship to effective project evaluation and control using EVM. You'll explore the challenges and approaches involved in establishing a baseline and obtaining accurate, timely, and useful information to measure project performance with EVM. You will benefit from relevant discussions with your peers and an experienced instructor.

Working through an integrated case study designed to simulate real-world issues, problems and decisions, you'll gain insight and experience in determining a realistic assessment of where your project actually stands. This approach allows you to practice new skills and ask questions as you assimilate a broad array of practical experience that can be immediately applied upon your return to the workplace.

Participants in this course will receive our Earned Valued Formula Finder.

Recommendation: Please bring a calculator to class.

Reminder: Prior to taking this course, you should have a good understanding of standard project management control tools such as network diagrams and responsibility matrices. In addition, a basic background in applying and managing cost and schedule metrics is desirable.

LEARN HOW TO

- ✔ Describe the challenges to effective control
- ✔ Determine if your project is in control
- ✔ Utilise the work breakdown structure (WBS) and organisational breakdown structure (OBS) with EVM
- ✔ Obtain valid numbers for use in EVM
- ✔ Create and update a performance measurement baseline

- ✔ Utilise generally recognised formulas for effective EVM
- ✔ Create a format to answer questions, before they are asked, in a professional and knowledgeable manner
- ✔ Discuss the challenges to implementing an earned value management system (EVMS) in your organisation
- ✔ Create a personal action plan to implement EVMS

COURSE TOPICS

Evaluation and Control in the Project Environment

- The what, why, and when of evaluation and control
- The control process
- Control tools
- Control account plan components
- Control chart

Effective Earned Value Management

- Building blocks to project control
- Work breakdown structure
- Code of accounts
- Organisational breakdown structure
- OBS, WBS, and control accounts
- Progressive elaboration
- Chart of accounts
- Estimates
- Estimate analysis techniques
- Estimating recommendations

- Network diagramming
- Critical path method
- Performance measurement baseline
- Composition of a PMB
- Earned value management
- EVM terminology
- Control chart
- EVM evaluation tools
- EVM forecasting tools

Data Collection, Change Management, and Baseline Maintenance

- Common data reporting issues
- Keys to success
- Change control (objectives, activities, and setting the baseline)
- Maintaining the baseline

Earned Value in Action

- Earned value
- Interpretation of data

- Tips and tools
- Other methods to determine EAC
- Variance thresholds or tolerances
- Other useful EVM formulas
- Software implementation project status
- EVM rules (classic, 0/100 rule, other methods)
- EVM measurement methods and implementation considerations

Earned Value Management Reporting

- Using EVM data
- Using the critical ratio (CR)
- Tracking progress
- Why do project reviews?
- What to report
- How to report your status

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EXECUTION™

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