



Project Management Fundamentals

3 Days

TARGET AUDIENCE

This course is suitable for staff with some exposure to project management or those who are moving into the field. No prior knowledge of the subject is required, although familiarity with projects and a need to plan projects in the future would be of benefit to the delegate.

COURSE OVERVIEW

A three-day workshop involving case studies and group exercises to develop expertise in project management. Delegates will develop an effective plan in a structured manner commencing with a clearly defined terms of reference. The Case Studies will allow learning theory to be put into practice over the course duration.

COURSE CONTENT

Course Aims and Objectives

Introductory Planning Exercise

Planning Issues

Starting a Project

- What is a Project?
- The Life Cycle Concept
- Why use Projects?
- Roles and Responsibilities
- Key Project Management Concepts
- Typical problems
- Why don't we like to plan?
- The benefits of planning
- Terms of Reference

Breaking the Work Down

- How to we break a Project Down into Detailed Tasks
- Example Work Breakdown Structures
- Guidelines for creating the WBS
- Brainstorming Guidelines
- Task Properties

Estimating

- Problems with Estimating
- Estimating Detail
- How do we Estimate
- Standard Task Method
- Work Distribution Model
- Delphi Technique
- Detailed Estimating
- Rolling Windows
- Further Considerations

Organising the Work

- The History of Networking
- Task on Arrow Method
- Precedence Diagram Method
- Good Conventions
- Drawing Networks Exercise
- PERT Symbols

The Management of Risk

- Definitions of Risk
- Management of Risk Benefits
- The Two Phases of Management of Risk
- Risk Analysis Cycle
- The Risk Management Phase
- Risk Identification
- Formal Brainstorming
- Risk Estimation
- Risk Assessment
- Judgment of Probability
- Subjective Probabilities
- Errors in Forecasting
- Biases in Risk

Scheduling the Work

- Bar Chart History
- Bar Chart Layout
- Project Planning Terminology
- Dependency Type
- Dependency Log
- Controlling the Project
- The Control Cycle
- Feedback Mechanisms
- Problems Associated with Feedback
- Assessing the Impact

Leadership and the People side of Projects

- Expectations Influence Performance
- Mintzberg's 10 things all Managers do
- Mintzberg's Model and Managerial Roles
- The Managers Job
- Communication and Information
- Negotiation
- Motivation
- Delegation
- Team Building

Earned Value Analysis

- Earned Value Analysis Terminology
- Determining Expenditure Vs Planned Costs
- Determining Project Performance
- Measuring Earned Value
- Common Methods of Measuring Earned Value
- Performance indices
- The Importance of Replanning
- The Benefits of Control

Course Review and Preparing your

Personal Action Plan

- Steps in Planning
- Prime Points to Remember