

PROJECT MANAGEMENT

DURATION-DRIVEN SM PLANNING & CONTROL

COURSE DESCRIPTION

OVERVIEW

This course teaches basic project management techniques to students in order to prepare them to participate in the process of developing and updating plans for their projects. The presentation is purposely structured to include substantial opportunities for students to participate in discussions with the instructor about adapting the general techniques taught in the program to the unique characteristics of their projects.

AUDIENCE

This course targets students that require a basic understanding of structured project planning and control techniques. The course content is not only applicable to individuals who will function as project managers but also to team members who will be working along with the project manager to develop and update their project plans.

COURSE DURATION

The course consists of 16 hours of instruction including lecture and hands-on exercises taught over a two-day period. The course includes exercises on the following topics:

- Recognizing Typical Project Challenges
- Developing Network Diagrams (2 Exercises)
- Performing Schedule Calculations (3 Exercises)
- Compressing Project Plans to Meet Deadline Dates (2 Exercises)
- Updating the Project Plan to Reflect Actual Progress To-Date

COURSE CONTENT

The course shows students how to clearly define a project, develop an initial project plan, compress the schedule to achieve deadline dates, and effectively control the project through to completion. Each student is provided a six-chapter notebook at the beginning of the course that is used during the two-day program to follow the lecture material, record notes, tips, and other project-specific information, and perform individual and group exercises. The notebook serves as an excellent reference tool for planning and controlling future projects.

PREREQUISITES

There are no prerequisites for this course.



COURSE OUTLINE

INTRODUCTION

- Project Management Definitions
- Project Challenges
- Elements of Project Management (Time, Cost and Quality)
- The Project Life Cycle
- The Project Management Process

DEFINING THE PROJECT

- Roles/Responsibilities of Project Managers
- Roles and Characteristics of Project Sponsors
- The Sponsor Document
- Project Team Composition/Characteristics
- Project Charters

DEVELOPING AN INITIAL PROJECT PLAN

- Work Breakdown Structures
- Network Diagrams/Analysis
- Estimating Durations and Resource Requirements
- Critical Path Method (CPM) Network Calculations

COMPRESSING THE SCHEDULE AND ESTABLISHING A BASELINE PLAN

- Using the Schedule Compression Process to Meet Project Deadline Dates
- Using the Time-Cost Tradeoff Concept to Optimize Project Plans
- Establishing a Baseline Plan

CONTROLLING THE PROJECT

- The Control Process
- Use of Intermediate Milestones
- Collecting Activity Status
- Updating The Project Plan
- Rules For Effective Project Control

CONCLUSION

- Why Projects Succeed
- Project Challenges Revisited
- Some Final Thoughts

FINAL CLASS EXAMPLE PROJECT