

CLASS OUTLINE

Module 1 – PROJECT FRAMEWORK and ESSENTIALS

Topics in this module include:

- Introduction – Getting to know you
- General framework / definitions that will be used throughout the class
- Generic Project Life Cycle
- Project Management Life Cycle
- IPECC Process Groups and their relation to the Project Management Lifecycle
- Triple constraint of Cost, Scope, and Time (and Quality)
- Organizational structures – Functional, Matrix, Projectized

Module 2 – INITIATING the PROJECT

Topics in this module include:

- Criteria for selecting a Project
- Creating a Project Charter
- Stakeholders roles
- Project manager selection criteria

Module 3 – PLANNING YOUR WORK

Topics in this module include:

- Project Planning Methodology
- Progressive Elaboration
- Lateral Thinking
- Delphi Technique
- Stakeholder Analysis
- Developing an Initial Project Plan
- Creating a Scope Statement
- Creating a Scope Management Plan
- Decomposition of the Scope Statement Deliverables
- Developing a Work Breakdown Structure (WBS)

Module 4 – PLANNING the SCHEDULE

Topics in this module include:

- Creating an Activity List
- Creating Project Network Diagrams
- The Post-it Process
- Understanding the Backward and Forward Path Method in CPM
- Developing duration estimates – PERT, expert judgment, etc.
- Understanding Mandatory, Discretionary and External Dependencies
- Identifying the critical path
- Identifying the Path Float, Float, and Free Float

Module 5 – PLANNING the COST

Topics in this module include:

- Estimating costs- Analogous, Bottom-up methods
- Establishing cost baselines
- S-Curves
- Estimating resource requirements

Module 6 – PLANNING for RISK

Topics in this module include:

- Creating a Risk Management Plan
- Types of risk –Insurable, Business, Pure
- Risk Tolerance
- Identifying Project Risks and Triggers
- SWOT Analysis
- Performing Qualitative Risk Analysis
- Probability Scales and Impact Risk Rating Matrix
- Project Risk Ranking
- Performing Quantitative Risk Analysis
- Statistical Analysis and Basic Probability 101
- Decision Tree Analysis
- Sensitivity Analysis
- Monte Carlo Analysis
- Developing a Risk Response Plan
- Avoidance, Transference, Mitigation and Acceptance techniques
- Contingency and Fallback Plans
- Creating a Risk Response Plan

Module 7 – PLANNING the REST

Topics in this module include:

- Developing a Quality Management Plan
- Introducing the quality tools - flowcharts, checklists, Ishikawa, etc.
- Japanese influence
- Meeting the Quality Gurus – Juran, Deming, Crosby
- Understanding Grade vs. Quality
- Reporting relationships, roles and responsibilities
- Staffing acquisition methods
- Maslow's Hierarchy of Needs
- MacGregor's Theory X and Y
- Listening Skills
- Barriers to good communication
- Types of communication –Written/Verbal Formal/Informal
- Developing a Communications Management Plan
- Responsibility Assignment Matrix (RAM)

- Preparing a Statement of Work (SOW)
- Design, Performance, and Functional Specifications
- Investigate Make-or-Buy Analysis,
- Selecting Contract type (Fixed Price, Cost Plus, Time and Material)
- Creating a Procurement Management Plan
- Solicitation Planning
- Procurement Documents – RFB, RFP, IFB, RFI

Module 8 – EXECUTING THE PLAN

Topics in this module include:

- Executing the Project Plan
- General management skills
- Kickoff meeting
- Work authorization system
- Project management information systems
- Implementing Quality Assurance
- Quality audits
- Quality Improvement, TQM
- Developing the Project Team
- Conflict management
- Distributing project information
- Types of power – Position and Person Based
- Management styles
- Proposal analysis
- Source selection – weighing and screening systems
- Contract Negotiation
- Contract Administration

Module 9 – CONTROLLING THE PROJECT

Topics in this module include:

- Managing changes to performance baselines
- Controlling Scope, Cost, Schedule, quality, and risk changes
- Managing Changes to Performance Baselines
- Change Control System and Configuration Management
- Inspections
- Earned value methodology – history and theory
- Cost and Schedule variances, estimate at completion
- Performance measurement - Gantt charts, S-curves
- Quality control –Measures of dispersion, Bell curves, standard deviation
- Control charts – Rule of 5, Rules of Seven
- Tolerances
- Upper and Lower Control Limits
- Upper and Lower customer Specification Limits

- Pareto diagrams
- Statistical sampling
- Trend analysis
- Monitoring and Controlling Project Risk
- Reporting project performance

Module 10 – CLOSING THE PROJECT

Topics in this module include:

- Contract Closure
- Procurement Audits - formal evaluation of the supplier's performance
- Administrative Closure
- Professional Responsibility
- ETHICS
- Preparing for the PMP Exam

WORKSHOP ACTIVITIES

ACTIVITES – Module 1 Framework and Essentials

- Activity 1-1 Getting to Know you
- Activity 1-2 Project Successes and Failures
- Activity 1-3 Management Approaches
SAMPLE PMP TEST Q+A

ACTIVITES – Module 2 Initiating the Project

- Activity 2-1 Creating a Charter

ACTIVITES – Module 3 Planning Your Work

- Activity 3-1 Lateral Thinking
- Activity 3-2 Brainstorming and Multi-Voting
- Activity 3-3 Stakeholder Analysis
- Activity 3-4 Create a Simple Scope Statement
- Activity 3-5 Create a WBS
- Activity 3-6 Review a WBS

ACTIVITES – Module 4 Planning the Schedule

- Activity 4-1 Putting on your shoes
- Activity 4-2 Post-it Schedule
- Activity 4-3 Activity Sequencing
- Activity 4-4 Meet the “Slowski” Family
- Activity 4-5 “Slowski” Family Pert
- Activity 4-6 Post-it Critical Path
- Activity 4-7 Schedule Development
- Activity 4-8 Schedule Development
- Activity 4-9 More CPM Schedules
SAMPLE PMP TEST Q+A

ACTIVITES – Module 5 Planning the Cost

- Activity 5-1 Cost of Offsite Test Facility
- Activity 5-2 Estimate Work Package Costs
- Activity 5-3 Establish a Cost Baseline

ACTIVITES – Module 6 Planning for Risk

- Activity 6-1 Your Tolerance for Risk
- Activity 6-2 Identifying Risks
- Activity 6-3 Conduct a SWOT Analysis
- Activity 6-4 Risk Qualification
- Activity 6-5 Risk Quantitative Analysis - Decision Tree
- Activity 6-6 Whom Should I Hire? – Decision Tree
- Activity 6-7 For the Ladies and the Gents – Decision Tree
- Activity 6-8 Risk Response Planning
SAMPLE PMP TEST Q+A

ACTIVITES – Module 7 Planning the Rest

- Activity 7-1 Feigenbaum Cost of Quality
- Activity 7-2 The RACI Ram
- Activity 7-3 Theory X and Y
- Activity 7-4 Paper Folding
- Activity 7-5 Communication Matrix
- Activity 7-6 Discovering what there is to hear
- Activity 7-7 Communication Management Plan
- Activity 7-8 Carnival SOW

ACTIVITES – Module 8 Executing the Plan

- Activity 8-1 Acquiring the Team
- Activity 8-2 Your negotiation style
- Activity 8-3 Ground Rules
- Activity 8-4 Email and Bottlenecks
- Activity 8-5 Review Procurement Documents
- Activity 8-6 Selection of a Seller – Weighing System

ACTIVITES – Module 9 Controlling the Project

- Activity 9-1 Inspections
- Activity 9-2 Cost Variation
- Activity 9-3 GSP Earned Value
- Activity 9-4 Schedule and Cost Variance
- Activity 9-5 GRIPE Project Earned Value
- Activity 9-6 Shed Earned Value
- Activity 9-7 Measures of Central Tendency
- Activity 9-8 Managing Team Conflict
- Activity 9-9 Conflict Types
- Activity 9-10 Health Check

ACTIVITES – Module 10 Closing the Project

- Activity 10-1 Place the Processes – PMP Prep
- Activity 10-2 How Successful is my Project?
- Activity 10-3 CLASS FEEDBACK
SAMPLE PMP TEST Q+A