

## Outline

### Day 1

- PMI®: Nine knowledge areas and five process groups
- Team Development Stages
- Project Team Leadership
  - How projects get started: why they fail
  - Successful project manager actions and attributes
- Team Roles
- Assignment: Orientation
  - Review: PCI five-step planning model
- Simulation Overview
- Elements required for project success
  - Project scope statement, definition, charter and activity list. Nine key questions for Project Plan.
  - Business requests: cost vs. benefit analysis
  - Project time definition, activity definition and sequencing
  - Estimate duration and milestones
- Assignment: Prepare Project Plan Tools. Update Scheduling Tool.
- Project Human Resources Management - Seven Key Questions
  - Create a human resource plan - staff acquisition and skill-matrix based assignments
  - Resource allocation, level-loading and project productivity
- Assignment: Staff and Plan Project. Run Simulation.

### Day 2

- Project Cost Management
- Project Productivity - Resources
  - Resource Leveling: Reducing Lost Hours
- Project Procurement Management
  - Procurement - (Capital) Equipment and Materials

- Sourcing - Equipment Vendors
- Procurement planning, vendor and contractor management
- Project Risk Management
  - Life Cycle and Risk Management: Common Risks
  - Risk Identification: Levels of risk
  - Risk identification and quantification of technical, schedule and cost feasibility
  - Risk analysis, contingency planning and response options
- Project Quality Management
  - Quality planning, quality assurance and quality control
  - Introduction to Six Sigma in projects
  - Define defects within Six Sigma
  - Opportunities for error
  - Measure process capability
  - Improving quality performance at activity, individual and team levels
- Assignment: Input decisions and run simulation
- Performance measurement, tracking and reporting results
  - Phased Control - Toll Gates - Review Points
  - Four Categories of Performance Measures:
    1. Human Resource
    2. Financial Measures
    3. Process/Organization Effectiveness Measures
    4. Customer Focus Measures
  - (Option) "Earned Value" Control Techniques
- Assignment: Measure quality results - Apply "Earned Value"
- Management Status Reporting
- Configuration and Change Management

- What people want in change vs. what they get
  - Questions for senior management
  - Handle/cost scope and specification changes: project modifications and crisis management
- Assignment: Discuss organizations change efforts
- Run simulation

### Day 3

- Taking your organization's Project Management Pulse - Survey Forms
  - Feedback to the organization
  - Stakeholders
- Industry Best Practices
- Communications Management
  - Communication Plan - Information Distribution
  - Performance reporting
  - Project Communications
- Developing collaborative relationships - maintaining customer focus
- Virtual Teams -
  - Definitions and Challenges
  - Difficulties in managing virtual teams
  - Virtual Project Team Tips
- (Option) Problem Solving Model under Six Sigma/DMAIC
- Assignment: Run and Complete Simulation. Close-out
  - Turnover, documentation and feedback
  - Lessons Learned, Close-out
  - Final Report Out