

Hands-on course , 3
day(s)
Ref : PNI

Participants

Project managers from project owners or lead contractors. Anyone involved in project management. Candidates for project management certification.

Pre-requisites

No particular knowledge.

Next sessions

Project Management: The Basics

This course will provide you with all you need to get your projects running smoothly, in accordance with their functional goals, timeframes, costs, and quality criteria. The techniques will be illustrated using a hands-on case that will be used as a common thread in studying different phases of a project.

OBJECTIVES

Identifying the main goals of a business project and the roles involved
Evaluating workloads and organizing a project's schedule
Building and monitoring a project's budget dashboard
Monitoring and managing a project's risks
Managing indicators for a subcontracting decision
Managing and communicating within the project

[1\) Introduction to project management](#)

[2\) Defining a project's content](#)

[3\) Time, cost, and profitability management](#)

[4\) Risk management](#)

[5\) Entering into a contract](#)

[6\) Oversight and communication](#)

[7\) Quality management and knowledge management](#)

1) Introduction to project management

- Defining what a project is and what project management is.
- Understanding the issues in project management.
- Grasping basic concepts: Components, types, project stakeholders.
- Life cycle, project and product of the project.
- Awareness of legal restrictions and standards.

2) Defining a project's content

- Preparing demand management: Feasibility, project framework, specifications.
- Defining deliverables: Final product or service, transitional result.
- Determining the project's scope. Organizing the hierarchical breakdown.
- Creating the project management plan. Considering possible alternatives.
- Establishing project documentation management rules.

Workshop

Identifying different types of projects.

3) Time, cost, and profitability management

- Estimating durations and workloads to assess human challenges: Analytical method, expert judgment.
- Sequencing activities using a PERT network or Gantt chart: Free margin, total margin, critical path.
- Using compression techniques for resource leveling and planning.
- Estimating project costs: Analogous estimation, parametric estimation, bottom-up estimation, three-point estimation, reserve analysis.
- Creating the budget: Aggregating costs, expert judgment, integrating historical data and budget constraints.
- Evaluating return on investment and managing costs: Profitability threshold, break-even point, budget monitoring.

Workshop

Designing a project schedule. Creating the budget of the project's first batch. Calculating ROI.

4) Risk management

- Risk management planning: FMECA methodology.
- Identifying risks: Information-collecting technique, checklist analysis, assumptions, SWOT.
- Qualitative analysis: Description and categorization of risks, probability assessment and risk impact.
- Quantitative analysis: Evaluation and matrix of a risk's probability and impact, criticality, risk modeling.
- Risk response planning: Strategies for negative risks, positive risks, conditional response.
- Searching for the causes of risks: Ishikawa diagram (5M), Five Whys method.
- Monitoring and reducing risks: Risk auditing, gap and trend analysis, performance measurement.

Workshop

Identifying potential risks and the response to risks.

5) Entering into a contract

- Planning contracts: Decision tree to choose between production and purchasing.
- Launching a request for proposals: Functional or non-functional specifications, requirements, response framework.
- Selecting subcontractors: Assessment criteria and grading proposals.
- Administering and executing the contract: Negotiating the specifications and proposal, approving the contract.

- Managing the integration of a service provider into the management plan and project monitoring.

Workshop

Decision tree for "buy or do".

6) Oversight and communication

- Planning human resources: Analysis of environmental factors and organizational assets.
- Training, developing, leading the project team: The five steps of creating a team, recognition, rewards.
- Tracking the team's activity and assessing it. Evaluating performance.
- Individual monitoring and project monitoring: Progress report, dashboards, evaluation meetings.
- Planning communication: Analysis of needs, using technology, communication methods and models.
- Distributing information and reporting: Required frequency, available technology, project duration, etc.
- Managing, negotiating, and handling conflicts: Disagreements, tensions, obstruction, conflicts whether open or not.

Workshop

Creating the project responsibility matrix. Building the project progress dashboard.

7) Quality management and knowledge management

- Knowing the definition of quality and the standards. Project acceptability criteria.
- Planning quality: Analyzing the cost-benefit ratio, special quality management methods.
- Implementing quality assurance and control: Quality audits and analyzing the process.
- Project report, successes and failures, institutional and project memory.

Workshop

Identifying the project's quality metrics.