

Outline

Day 1

Program Overview

- Introduce Course/PCI/Staff
- Course components and objectives

Team Formation - Participant Introductions

- Team formation exercise
- Project Simulation-Game overview

How is a project different from Operations?

- Project Management and Project Leadership

Project Management Roles and Definitions

- The Project Management Triangle- 3 Key Project Elements
- The Project Life Cycle

PMI® Project Management Methodology Five Phases

- Phase 1: Initiating Processes - Requirements
- Phase 2: Planning Processes - Scope & Resources
- Phase 3: Executing Processes - Implement
- Phase 4: Monitor, Control & Follow-Up
- Phase 5: Close-Out and Communicate

Phase 1: Initiating Processes- Requirements

- Define Project Requirements and Goals
- Business Case/Justification
- Project deliverables
- Project constraints and risks
- Communication requirements/Stakeholder Analysis
- Output; Project Charter

Project Simulation-Game

- Hotline Project Briefing & Assignment #1
- Bottom-Line Tool Kit Key Tools & Templates
- Create Hotline Project Scope Statement

Phase 2: Planning Processes - Scope and Resources

- List Activities
- Work Breakdown Structure
- Dependencies and Network Diagram
- Estimating Durations, Costs
- Time Line
- Critical Path and CPM
- Hotline Life Cycle

Assignment #2

- Create Network Diagram with Critical Path and Slack
- Scheduling project activities
- Creating a project timeline/Gantt Chart
- Early Start/Finish and Late Start/Finish
- Setting Milestones
- Identifying required skills

Assignment #3

- Create timeline/Gantt Chart

Phase 3: Executing Processes - Implement Resource the Project Plan

- Resource Planning
- Project Skills Matrix
- Project Responsibility Matrix
- Equipment, materials and contractors

Assignment #4

- Create Skills Matrix and Responsibility Matrix
- Assign resources to activities; build project timeline

Phase 4: Monitor, Control and Follow-Up

- Initiate the Project
- Overview Hotline Simulation

Assignment #5

- Enter first week's decisions and start the project

Day 2

Control and Follow-up

- Risk Management
- Project Budgeting
- Communications Management
- Key Performance Indicators

Risk Management

- Risk sources, symptoms and events
- Identifying risk and quantifying risk
- Risk response (contingency planning)
- Risk response control

Assignment #6

- Create a Risk Management Plan for Hotline Project

Project Budgeting

- Cost Estimate
- Cost Budgeting
- Cost Control

Assignment #7

- Create cost baseline for Hotline Project
- Control costs

Day 2 (Cont.)

Communications Management

- Stakeholder Analysis
- Determine required information
- Determine reporting times and appropriate media
- Identify information sources

Assignment #8

- Create Communications Management Plan for Hotline Project

Control Projects - Four Phase Control

- Current State Analysis
- Setting objectives
- Action planning
- Monitoring progress

Track & Report via Key Performance Indicators

- Schedule
- Cost
- Productivity
- Milestones

Assignment #9

Continue Project Simulation Game

- Implement two more weeks of the project simulation game
- Prepare and present project update to management

Organizational Impacts on Projects

- Organizational Definitions
- Traditional vs. Matrix Structures
- Surviving in a Matrix Environment
- Influence skills

Key Soft Skill: Influence

- How, Who and When to Approach Decision Makers
- 3-Step Strategy

Assignment #10

- Prepare and conduct influence exercise
- What worked - What did not? Obtain gained resources

Assignment #11

- Execute next three weeks of project and update control tools
- Prepare and present project update to management

Phase 5: Close-Out and Communicate Closing Processes

- Contract Close-Out
 - Managing customer expectations
 - Delivery of end project/service
 - Scope verification
- Administrative Close-Out
 - Documentation of effort
 - Distribution of documentation
- Lessons Learned
 - Successes
 - Mistakes
 - Recognition of contributors

Assignment #12

- Complete the Project and Update Control Tools
- Each team prepare and present final presentation