

# PROJECT MANAGEMENT

*Revised 11/19/2008*

**/training/etc**

*The Art of Knowledge.*

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**Course Description:** This is an introductory class to the Project Management discipline.

**Who Should Attend:** This course is intended for project managers and team leaders who need a good foundation for further study in Project Management.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Define a project, program, and project management and its processes.
- Determine effective ways of integrating project management and general business management in an organization.
- Determine ways to effectively integrate a project across an entire enterprise to reduce the impact of change.
- Determine how ethics, integrity, and objectivity affect project management.
- Discuss ways of effectively communicating throughout the Project Lifecycle.
- Determine stakeholders and how they affect the project.
- Describe the Project Management Lifecycle and develop a basic project plan.
- Form an effective project team.
- Recognize one's own work behavior style and quickly read other people's styles.
- Identify how to mesh divergent styles together to achieve project success.

### Course Outline:

#### What Is A Project?

Project Characteristics  
Projects vs. Operational Work  
Projects and Strategic Planning

#### What Is Project Management?

##### The Pmbok Guide Structure

The Project Management Framework  
The Standard for Project Management of a Project  
The Project Management Knowledge Areas

#### Areas Of Expertise

#### Application Area Knowledge, Standards, And Regulations

#### Understanding The Project Environment

Cultural and Social Environment  
International and Political Environment  
Physical Environment

#### General Management Knowledge And Skills

Financial Management and Accounting  
Purchasing and Procurement  
Sales and Marketing  
Contracts and Commercial Law  
Manufacturing and Distribution  
Logistics and Supply Chain  
Strategic Planning, Tactical Planning, and Operational Planning  
Organizational Structures, Organizational Behavior, Personnel Administration,  
Compensation, Benefits, and Career Paths  
Health and Safety Practices  
Information Technology

#### Interpersonal Skills

Effective Communication  
Influencing the Organization  
Leadership  
Motivation  
Negotiation and Conflict Management  
Problem Solving

#### Project Management Context

Programs and Program Management  
Portfolios and Portfolio Management  
Subprojects  
Project Management Office

#### Project Lifecycle And Organization

The Project Lifecycle  
Project Stakeholders  
Organizational Influences

#### Project Management Process For A Project

Project Management Process Groups

Initiating Process Group  
Develop Preliminary Project Scope Statement  
Planning Process Group  
Develop Project Management Plan  
Scope Planning  
Scope Definition  
Create Work Breakdown Structure (WBS)  
Activity Definition  
Activity Sequencing  
Activity Resource Estimating  
Activity Duration Estimating  
Schedule Development  
Cost Estimating  
Cost Budgeting  
Quality Planning  
Human Resource Planning  
Communications Planning  
Risk Management Planning  
Risk Identification  
Qualitative Risk Analysis  
Quantitative Risk Analysis  
Risk Response Planning  
Plan Purchases and Acquisitions  
Plan Contracting  
Executing Process Group  
Direct and Manage Project Execution  
Perform Quality Assurance  
Acquire Project Team  
Develop Project Team  
Information Distribution  
Request Seller Responses  
Select Sellers  
Monitoring and Controlling Process Group  
Monitor and Control Project Work  
Integrated Change Control  
Scope Verification  
Scope Control  
Schedule Control  
Cost Control  
Perform Quality Control  
Manage the Project Team  
Performance Reporting  
Manage Stakeholders  
Risk Monitoring and Control  
Contract Administration  
Closing Process Group  
Close Project  
Contract Closure  
Process Interactions  
Project Management Process Mapping

**Course Description:** This course covers the core skills and activities of a small team leader operating in support of a project. The project management concepts required to support the lead of a project manager are provided: roles, vocabulary, key processes, and major tools. The role of the team leader in the context of the team and the project are defined in detail. Key support skills in communications, conflict management, and motivation are also addressed.

**Who Should Attend:** This course is for Project Team Members who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

**Prerequisites:** Students should have at least one year of project management experience within the last five years.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Define project components to the task level in preparation for developing the Work Breakdown Structure (WBS).
- Describe the process for development of the project, the project scope, environmental, safety and occupational health, and security measures.
- Explain the systems life cycle management concepts used for information systems.
- Participate in the development of an Integrated Master Plan.
- Apply effective oral and written communications.
- Describe the roles and functions of membership in a working group or project oriented team.
- Manage team conflict in a productive manner.

### Course Outline:

#### The Project Management Process

High Level Definition  
Intended Effects  
Key Roles & Responsibilities  
Stages of Progression  
Structuring the Manager's Activities

#### Work Breakdown Structures

Task Identification  
Structuring the Decomposition  
Determining an Appropriate Level of Detail

#### Project Plan Components

Activity duration estimates  
Work Breakdown Schedule  
Network diagram  
Project baseline  
Resource calendars  
Resource requirements  
Activities parameters  
Project integrated master plan  
Entry to MS Project

#### Total Cost of Ownership

Defining  
Quantifying  
Estimation  
Role in Life Cycle Costing

#### Risk Management

Process  
Risk Identification Techniques  
Risk Valuation  
Risk Ranking  
Selection of Risks for Active Management  
Contingency Planning

#### Systems Life Cycle Management Concepts

IT Specific Models  
Application to Information Systems

#### Roles and Characteristics of the Leader

Leadership versus Management  
Problem Solving  
Conflict Management  
Interpersonal Skills  
Resilience  
Flexibility

#### Communication Styles

Introduction to DISC  
Knowing your DISC type  
Determining the DISC types of others

Using DISC to improve communication

McGregor  
Herzberg

#### Written Communication

Defined  
Modes and Methods  
Context  
Intended Outcomes  
Confirming Outcomes

#### Written Communications

Designing Written Reporting Systems  
Using Written Reporting Systems  
Adjusting and Evolving Reporting Systems

#### Managing Meetings

Agendas  
Structure  
Ground Rules  
The Follow Up Cycle

#### Interpersonal Skills

Understanding, courtesy, tact, empathy  
Developing and maintaining relationships  
Dealing with difficult people  
Relating to people from varied backgrounds  
Sensitivity to individual differences

#### Managing Conflict

Defining Conflict  
Locating Conflicts Early  
Root Cause Analysis  
Effective Conflict resolution  
Ineffective Conflict Resolution  
Techniques for Resolving Conflict  
Communicating to Preempt Conflict

#### Accountability

Establishing Standards  
Living Your Standards  
Owning Your Mistakes  
Working Within the System

#### Team Performance Assessment

The Tuckman Model  
Frequency  
Metrics  
Feedback  
Troubleshooting

#### Team Motivation

The powers of the team leader  
Management Styles  
Follower Styles  
Maslow

**Course Description:** This course covers the basics of Project Management and Leadership including: Requirements, Work Breakdown Structures, Life Cycles Management Concepts, Risk Management, General Project Management Theory, Basic Project Leadership, Interpersonal Skills, the Role of the Team Leader, the Roles of Team Members, Interacting with Customers, Managing Conflict, and Demonstrating Accountability.

**Who Should Attend:** This course is for Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

**Prerequisites:** Students should have at least two years of program or project management experience within the last five years.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Define project components to the task level in preparation for developing the Work Breakdown Structure (WBS).
- Describe the risk and opportunity management process.
- Explain the systems life cycle management concepts used for information systems.
- Identify the need to implement alternative logistics support.
- Apply effective oral and written communications.
- Describe the roles and functions of membership in a working group or project oriented team.
- Demonstrate satisfactory customer service.
- Explain conflict management.

### Course Outline:

#### The Project Management Process

High Level Definition  
Intended Effects  
Key Roles & Responsibilities  
Stages of Progression  
Structuring the Manager's Activities

#### Work Breakdown Structures

Task Identification  
Structuring the Decomposition  
Determining an Appropriate Level of Detail

#### Project Plan Components

Activity duration estimates  
Work Breakdown Schedule  
Network diagram  
Project baseline  
Resource calendars  
Resource requirements  
Activities parameters  
Project integrated master plan  
Entry to MS Project

#### Total Cost Of Ownership

Defining  
Quantifying  
Estimation  
Role in Life Cycle Costing

#### Risk Management

Overview  
Process  
Risk Identification Techniques  
Risk Valuation  
Risk Ranking  
Selection of Risks for Active Management  
Contingency Planning

#### Systems Life Cycle Management Concepts

IT Specific Models  
Application to Information Systems

#### Leadership

Overview  
Definition  
Relevance  
Key Concepts

#### Roles and Characteristics of the Leader

Leadership versus Management  
Problem Solving  
Conflict Management  
Interpersonal Skills  
Resilience

Flexibility  
Accountability  
Communications  
Written  
Verbal  
Customer Service

#### Communication Styles

Introduction to DISC  
Knowing your DISC type  
Determining the DISC types of others  
Using DISC to improve communication

#### Interpersonal Skills

Understanding, courtesy, tact, empathy  
Developing and maintaining relationships  
Dealing with difficult people  
Relating to people from varied backgrounds  
Sensitivity to individual differences

#### Written Communication

Defined  
Modes and Methods  
Context  
Intended Outcomes  
Confirming Outcomes

#### Verbal Communication

Defined  
Modes and Methods  
Context  
Speaking and Listening Skills  
One-on-one Meetings  
Structuring meetings  
Managing Meetings  
Tracking Meetings

#### Written Communications

Designing Written Reporting Systems  
Using Written Reporting Systems  
Adjusting and Evolving Reporting Systems

#### Planning a Communication

Selecting the type of communication  
Choosing the Formality of the communication  
How to confirm the communication was effective

#### Managing Conflict

Defining Conflict  
Locating Conflicts Early  
Root Cause Analysis  
Effective Conflict resolution  
Ineffective Conflict Resolution  
Techniques for Resolving Conflict  
Communicating to Preempt Conflict

#### Accountability

Establishing Standards  
Objectives, Priorities, and Delegation  
Living Your Standards  
Owning Your Mistakes  
Working Within the System  
Resilience

**Course Description:** This course covers the core skills of Program Management and Leadership. It prepares program managers to make the key shift in focus from project level management to program level management. This course assumes a high level of hand on experience in management, project management, or other leadership positions.

**Who Should Attend:** This course is for Program Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

**Prerequisites:** Students should have at least four years of program or project management experience on federal projects and/or programs.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Understand the elements of programs which need to be managed to deliver quality, affordable, and supportable programs.
- Describe and define the key concepts of the program management process.
- Explain the program management life cycle.
- Manage a department/agency effort that identifies, assesses, and prioritizes needed mission-oriented capabilities.
- Describe the roles and functions of membership in a program team.

### Course Outline:

#### The Program Management Process

High Level Definition  
Intended Effects  
Key Roles & Responsibilities  
Stages of Progression  
Structuring the Manager's Activities

#### The Standard For Program Management

Benefits Management  
Stakeholder Management  
Program Governance

#### Benefits Administration Concepts

Identification  
Structure  
Strategic Alignment

#### Program Components

Projects  
Baseline  
Resource requirements  
Parameters  
Integrated Planning

#### Total Cost of Ownership

Defining  
Quantifying  
Estimation  
Role in Life Cycle Costing

#### Risk Management

Overview  
Process  
Risk Identification Techniques  
Risk Valuation  
Management Reserves

#### Program Leadership

Overview  
Definition  
Relevance  
Key Concepts

#### Roles And Activities In Program Level Environments

Leadership versus Management  
Problem Solving  
Conflict Management  
Interpersonal Skills  
Resilience  
Flexibility  
Accountability  
Communications  
Written  
Verbal  
Executive Reporting

#### Interpersonal Skills

Understanding, courtesy, tact, empathy  
Developing and maintaining relationships  
Dealing with difficult people  
Relating to people from varied backgrounds  
Sensitivity to individual differences

#### Managing Conflict

Defining Conflict  
Locating Conflicts Early  
Root Cause Analysis  
Effective Conflict resolution  
Ineffective Conflict Resolution  
Techniques for Resolving Conflict  
Communicating to Preempt Conflict

#### Accountability

Establishing Standards  
Objectives, Priorities, and Delegation  
Living Your Standards  
Owning Your Mistakes  
Working Within the System  
Resilience

#### Managing Project Managers

Setup for Success  
Capacity Planning  
Levels of Detail  
Freedom of Movement  
Autonomy

#### Evaluating Project Managers

Performance Competencies  
Performance Criteria  
The Five Units of Competence  
Personal Competencies  
Communications  
Leadership  
Managing  
Cognitive Ability  
Effectiveness  
Professionalism

#### Developing Project Managers Assessment Rigor

Performance Assessment  
Competence Development  
Support

**Course Description:** This four hour seminar is an informative look at Earned Value Management. It includes an explanation of the concepts of Earned Value, the process for using Earned Value to draw conclusions, and hands-on examples. Creation of an earned value management system (EVMS) ensures the project manager has performance data, which relates time-phased budgets to specific tasks, indicates work progress, effectively integrates cost, schedule, and technical accomplishment, provides valid, timely, and auditable information, supplies managers and executives with project status at a practical level of summarization, and accurately forecasts cost and schedule at completion.

**Who Should Attend:** This course is intended for program managers, project managers, team leaders, and anyone who needs to setup, provide metrics for, base decisions on, or use Earned Value Management.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Use Earned Value Management as a tool that allows visibility into technical, cost, and schedule progress.
- Implement Earned Value Management Reporting systems.
- Read, understand, and interpret Earned Value Reports, an essential function of project management and a required reporting tool on many government contracts.

**Course Outline:**

Introduction

The Triple Constraint

Earned Value Terminology

Earned Value Calculations

Interpreting and Reporting Using Earned Value

Milestone Charts and Tracking

Milestone Controls

Project Cost Management

Estimate

Baseline Setup

Project Control

Gathering Status Information

**Course Description:** This course covers the basics of Earned Value Management and Cost Estimation.

**Who Should Attend:** This course is specifically developed to support Project Team Leads who need to setup, provide metrics for, base decisions on, or use Earned Value Management. The course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Coordinate an integrated master plan for life cycle management and support
- Assess and oversee the application of department/agency financial policies and directives as they relate to program and resource management
- Direct and monitor risk management processes and making adjustments as necessary
- Administer a comprehensive test and evaluation program
- Examine and implement innovative, alternative logistics support practices
- Plan for adequate staffing and resources across the program life cycle

### Course Outline:

#### Earned Value Management

Defined  
Policies  
Methodologies  
Software  
Examples

#### Scoping Work

Scope Statement  
The WBS  
Decomposition  
Levels of Detail  
Documentation  
Lab: Scoping a Work Package

#### Estimating Techniques

Analogous Estimates  
Three Point Estimates  
One Time Estimates  
Lab: Decomposing into Assignments

#### Progress Tracking

Expected levels of detail  
Expected levels of accuracy  
Time and Cost Reserves  
Lab: Tracking Team Progress

#### EVM Background Information

The Triple Constraint  
Earned Value Terminology  
Earned Value Inputs  
Lab: Gathering EVM Inputs

#### Earned Value Formulas and Calculations

Indexes  
Variances  
Estimates  
Interpretation  
Lab: EVM Calculations

#### Task Level Earned Value Scenarios

Introduction  
Workshop Brief  
Workshop  
Review & Analysis

#### Using Software To Compute Earned Value

Spreadsheet Applications  
MS Project  
MS Project Based Reporting Workshop

#### The Integrated Baseline Review

Defined  
Need  
Example  
Usefulness

**Course Description:** This course covers earned value and cost estimating skills needed by intermediate level project managers: IS based financial reporting systems, EVM analysis, EVM resource requirements, and business process re-engineering.

**Who Should Attend:** This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Explain and utilize the information system for financial management reporting
- Conduct EVM analysis and implementing changes based on analysis
- Analyze resource needs for management, including planning for an EVM program/project linked to risk
- Apply business process re-engineering methods for continuous improvement

### Course Outline:

#### Earned Value Management

Defined  
Policies  
Methodologies  
Software  
Examples

Investigating trends and incidents  
Establishing Patterns  
Identifying the need for improvement  
Evaluation alternatives  
Selecting changes  
Implementing change  
Re-evaluation to confirm improvement

#### EVM Background Information

The Triple Constraint  
Earned Value Terminology  
Earned Value Inputs  
Lab: Gathering EVM Inputs

#### Earned Value Formulas and Calculations

Indexes  
Variances  
Estimates  
Interpretation  
Lab: EVM Calculations

#### Project Level Earned Value Scenarios

Introduction  
Workshop Brief  
Workshop  
Review & Analysis

#### Using Software to Compute Earned Value

Spreadsheet Applications  
MS Project  
MS Project Based Reporting Workshop

#### The Integrated Baseline Review

Defined  
Need  
Example  
Usefulness

#### Software Tools For EVM

Collecting, processing, maintaining, and reporting data  
Supporting planning and finance decisions with EVM data  
Reporting cost information

#### Managing With EVM

Handling yellow and red indicators  
Integrated Baseline Reviews  
Tracking EVM policies  
EVM software

#### Lab and Case Study Workshop

##### Gathering Metrics

Gathering  
Recording  
Roles  
Overhead  
Planning

##### Process Re-Engineering

Studying output of EVM reporting

**Course Description:** This course covers earned value and cost estimating skills needed by upper level program managers: IS based financial reporting systems, EVM analysis, EVM resource requirements, and business process re-engineering.

**Who Should Attend:** This course is specifically developed to support Program Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Explain and utilize the information system for financial management reporting.
- Conduct EVM analysis and implementing changes based on analysis.
- Analyze resource needs for management, including planning for an EVM program/project linked to risk.
- Apply business process re-engineering methods for continuous improvement.

### Course Outline:

#### Earned Value Management

Defined  
Policies  
Methodologies  
Software  
Examples

#### EVM Background Information

The Triple Constraint  
Earned Value Terminology  
Earned Value Inputs  
Lab: Gathering EVM Inputs

#### Earned Value Formulas AND Calculations

Indexes  
Variances  
Estimates  
Interpretation  
Lab: EVM Calculations

#### Single Project Earned Value Scenarios

Introduction  
Workshop Brief  
Workshop  
Review & Analysis

#### Multi-Project (Program) Earned Value Scenarios

Introduction  
Workshop Brief  
Workshop  
Review & Analysis

#### Using Software to Compute Earned Value

Spreadsheet Applications  
MS Project  
MS Project Based Reporting Workshop

#### The Integrated Baseline Review

Defined  
Need  
Example  
Usefulness

#### Software Tools for EVM

Collecting, processing, maintaining, and reporting data  
Supporting planning and finance decisions with EVM data  
Reporting cost information

#### Managing With EVM

Handling yellow and red indicators  
Integrated Baseline Reviews  
Tracking EVM policies  
EVM software

#### Lab and Case Study Workshop

##### Gathering Metrics

Gathering  
Recording

Roles  
Overhead  
Planning

#### Project Evaluation

The Need to Evaluate Projects  
Capture & Calculate Costs and Benefits  
Estimate Costs and Benefits per Year  
Calculate the Value of the Project  
Net Benefits  
Benefit-Cost Ratio  
ROI  
Payback Period  
Net Present Value  
Non-Monetary Intangible Costs and Benefits  
Benefit Value Factors  
Scoring Projects

#### Benefit Value Scoring

Context and Scope  
The BVS Framework  
Benefit Value Factor Weights  
Benefit Value Measures

#### Lab and Case Study Workshop - Program Benefits Delivery Evaluation

**Course Description:** This course covers the basics of how acquisition professionals balance risk, cost, schedule, performance, lessons learned, and the necessary management metrics to deliver quality systems/products.

**Who Should Attend:** This course is specifically developed to support Project Team Leads and Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Explain the requirements development process
- Define concept selection
- Identify a technology development process
- Perform a business strategy for market research (FAR Parts 10 and 12) to include socio-economic considerations

### Course Outline:

#### The Requirements Development Process

Overview  
Vocabulary  
Predecessors  
Identifying Needs  
Prioritizing Needs

#### Defining The Concept Selection Process

Overview  
Components  
Vocabulary

#### Defining the Preferred System Selection Process

Performance Measures  
Technology Development Strategy Inputs  
Baselines  
Demonstrations  
When to Initiate an Acquisition Process

#### Evaluating Possible Solutions

Performance Measure Selection  
Performance Measure Analysis  
Selecting a Preferred System Concept

#### Technology Development Strategy Features

Analysis of Alternatives  
Studies to Date  
Draft Plans  
Selected Material Concepts

#### Considering Customer Needs

Performance Parameters  
Affordability Constraints  
Scheduling Constraints  
Technical Constraints  
Environmental Issues  
Joint and Combined Interoperability

#### Deriving a Baseline

Understanding Baselines  
Studying Performance and Schedule Requirements  
Establishing a Baseline

#### Project Coordination with Users

Benefits  
Milestone Decision Authority  
Planning & Preparing

**Course Description:** This course provides a hands-on experience in building and managing small teams in a project environment. Included in the course are the main ideas, processes, key steps, and indicators of how to build a high performing project support team that supports the quality, communications, and risk management processes used by project managers.

**Who Should Attend:** This course is designed for team leads and anyone managing the completion of work for a project manager. The course will give you the information you need to make greater contributions to your project team, setup a smoother work environment, troubleshoot performance issues, provide coaching, and better understand the support requirements of your project managers.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Provide project management team leads with a comprehensive review of Project Management theory, concepts, vocabulary, and processes.
- Prepare project management team leads to effectively lead, integrate with, and support the project managers for whom they work.
- Strengthen skills in team formation and management.

### Course Outline:

#### Review of the Project Management Process

The Project Management  
High Level Definition  
Intended Effects  
Key Roles & Responsibilities  
Project Planning Concepts  
Scoping the Project  
Work Breakdown Structure  
Network diagram  
Activity duration estimates  
Resource requirements  
Duration Estimation  
Schedule  
Cost Estimates  
Budgeting  
Earned Value Management Systems  
Quality  
Human resources  
Communications  
Risk Management

#### Quality Management

Overview of Project Quality Management  
Defining Quality  
Quality Models and Processes  
Quality Planning  
Quality Metrics  
Quality Checklists  
Process Improvement Plan  
Quality Assurance  
Tools and Techniques for Performing Quality Assurance  
Quality Audits  
Correcting Quality Problems Exercise  
Quality Control  
Quality Metrics  
Checklist Creation  
Inspection Techniques

#### Communications Management

Merging People Into Teams  
Understanding, courtesy, tact, empathy  
Different World Views  
Dealing with difficult people  
One on One Communications  
Face to Face Skills  
Choosing the Time and Place  
Speaking and Listening Skills  
Meetings  
Information Dissemination  
Simple Systems  
Field Expedient Record Keeping  
Managing Team Members  
Issue Logs  
Resolved Issues

#### Risk Management

Risk Management Overview  
How Project Managers Think About, Plan, and Execute Risk Management Plans  
Risk Identification  
Brain Storming Sessions  
SWOT  
Documentation Reviews  
Checklist Analysis  
Qualitative Analysis Skills  
Determining Probability  
Determining Impact  
Risk Categorization  
Determining Urgency  
Quantitative Risk Analysis  
Data Gathering: Interviewing, Probability Distributions, Expert Judgment, and Black Swans  
Risk Response Planning  
Avoidance, Acceptance, Transference, and Mitigation  
Risk Ownership  
Defining Triggers  
Elements of Response  
Keeping it Simple and Real  
Risk Monitoring and Control  
Evaluating your performance  
Handling surprises  
When to go for help

**Course Description:** This course provides a high level overview of project communications management, quality management, and risk management. Included in the course are the main ideas, processes, key steps, and indicators of how well a project is performing in each of these areas. For each topic covered there is a detailed inventory of steps that can be used to structure and inspect the performance of a project manager or project management team.

**Who Should Attend:** This course is specifically developed to support Project Managers who need to meet the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program core training requirements.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Provide project managers with a comprehensive review of Project Management theory, concepts, vocabulary, and processes.
- Prepare project managers to effectively lead, integrate with, and support the managers for whom they work.
- Strengthen skills in planning, communications, quality, risk, and leadership.

## Course Outline:

### Review of the Project Management Process

The Project Management  
High Level Definition  
Intended Effects  
Key Roles & Responsibilities  
Project Planning Concepts  
Scoping the Project  
Work Breakdown Structure  
Network diagram  
Activity duration estimates  
Resource requirements  
Duration Estimation  
Schedule  
Cost Estimates  
Budgeting  
Earned Value Management Systems  
Quality  
Human resources  
Communications  
Risk Management

### Quality Management

Overview of Project Quality Management  
Defining Quality  
Evolution of Current Quality Thinking  
Quality Models and Processes  
Quality Planning  
Tools and Techniques for Quality Planning  
Quality Management Plan  
Quality Metrics  
Quality Checklists  
Process Improvement Plan  
Performing Quality Assurance  
Introduction to Performing Quality Assurance  
Tools and Techniques for Performing Quality Assurance  
Quality Planning Tools and Techniques  
Quality Audits  
Project Management Plan Updates Exercise  
Performing Quality Control  
Quality Metrics, Quality Checklists, Organizational Process Assets, Work Performance Information, Approved Change Requests, and Deliverables  
Tools and Techniques for Performing Quality Control

### Communications Management

Interpersonal Skills  
Understanding, courtesy, tact, empathy  
Developing and maintaining relationships  
Dealing with difficult people  
Modes and Methods of Communication  
Intended Outcomes  
Confirming Outcomes  
Verbal Communication  
Speaking and Listening Skills  
Meetings  
Communications Planning  
Introduction to Communications Planning  
Communications Requirements Analysis

Communications Management Plan Exercise  
Information Distribution  
Introduction to Information Distribution  
Information Gathering and Retrieval Systems  
Information Distribution Methods  
Managing Stakeholders  
Inputs to Managing Stakeholders  
Tools and Techniques for Managing a Stakeholder  
Issue Logs  
Resolved Issues

### Risk Management

Risk Management Planning  
Determining How to Approach, Plan, and Execute Project Risk Management Activities  
Outputs of Risk Management Planning  
Risk Identification  
Tools and Techniques for Risk Management Planning  
Documentation Reviews  
Checklist Analysis  
Assumptions Analysis  
Qualitative Risk Analysis  
Tools and Techniques for Qualitative Risk Analysis  
Risk Probability and Impact Assessment  
Probability and Impact Matrix  
Risk Data Quality Assessment  
Risk Categorization  
Risk Urgency Assessment  
Quantitative Risk Analysis  
Tools and Techniques for Qualitative Risk Analysis  
Data Gathering and Representation Techniques including: Interviewing, Probability Distributions, and Expert Judgment.  
Quantitative Risk Analysis and Modeling Techniques  
Risk Response Planning  
Strategies for Negative Risks or Threats including: Avoidance, Transference, and Mitigation  
Strategies for Positive Risks or Opportunities including: Exploiting, Sharing, and Enhancing  
Strategies for Both Threats and Opportunities including Acceptance  
Contingent Response Strategy  
Risk Monitoring and Control  
Risk Reassessment  
Risk Audits  
Variance and Trend Analysis  
Technical Performance Measurement  
Reserve Analysis

**Course Description:** This course provides students with a model, tools, skills, and hands on experience working in an agency leadership and management role. Students will develop a clear understanding of the program manager's functions and how they differ from those of a project manager. Tools necessary for gathering information necessary to support decisions in large scale dynamic leadership position are inventoried and explored in depth. Processes for generating and understanding the outputs of program level management activities are developed. In the classroom labs, students function in the role of a program manager working in a program environment. Using lab inputs, program management tools, skills, and feedback from their actions, students pursue a strategic mission. Students gain successful hands-on experience using a functional program management model.

**Who Should Attend:** This course is specifically developed to support Program Managers who need to meet the Government Specific III core training requirements of the Federal Acquisition Certification for Program and Project Management (FAC-P/PM) program.

**Prerequisites:** There are no prerequisites for this course.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Work with a warranted contracting officer and develop the overall strategy for managing an acquisition.
- Employ Strategic planning and resource management in the federal environment (budget cycle, paperwork, and congressional considerations).
- Manage a program in accordance with the agencies and OMB planning, programming, and budgeting processes.

### Course Outline:

#### Introduction

Course overview  
Program Management Model  
Core Tools of Program Management  
Core Skills of Program Management  
Intended Outcomes of the Course

#### The Context Program Management

The Program Management Model  
Benefits Administration  
Program Management within the Agency  
The Project Management Model  
The Functional Management Model  
Program Management vs. Project Management  
Program Management vs. Functional Management  
The Integrated Organization  
Defining the Role of the Program Manager  
Key Roles Interfacing with the Program Manager  
Lab: Identifying the functional roles in your program environment  
Lab: Mapping the management structure of your environment

#### The Process of Program Management

Interpreting Department/Agency Policies and Directives  
Determining Policies and Directives Applicable to your Program  
Benefits Identification  
Benefits Measurement  
Lab: Defining extent of your Program  
Risk Management  
Quality Definition and Management  
Budgeting and EVM  
Lab: Defining the scope your role as a program manager  
Lab: Laying out your Program Management Cycle

#### Program Management Activities

Examining & Evaluation Logistics Support  
Commercial, Public sector, & Technology  
Establishing Logistics Support Program Goals  
Lab: Planning Program Logistics Support  
Life Cycle Product Support Strategy  
Alternative Design Solutions  
People, Products, & Process  
External and Internal Interfaces  
Lab: Planning a Product Life Cycle  
Oversight of Design Solution Selection Processes  
Lab: Selecting a Design Solution

#### Program Management Decision Support

Materials Management Actions  
Production Coordination  
Oversight

Integration  
Earned Value Systems and Metric Selection  
Lab: Planning Materials Management with integrated EVM  
Team Formation & Organization  
Scheduling  
Lab: Team selection, recruitment, and tasking  
Lab: Life Cycle Cost Analysis case study

#### Workshop: Program Design, Implementation, and Ongoing Management

Supporting a mission with an acquisition  
Pre-award planning actions  
Defining Internal Controls  
Strategic Planning  
Management Planning

**Course Description:** Attending this course will assist the student in developing the ability to discern project management practices which do and do not comply with Project Management Institute (PMI) expectations as outlined in the Project Management Body of Knowledge (PMBOK). The course also covers strategies, concepts, definitions, and practices whose understanding is required to pass PMI's Project Management Professionals (PMP), and Certified Associates in Project Management (CAPM) examinations.

**Who Should Attend:** PMP or CAPM Candidates should attend this course.

**Prerequisites:** Students should have taken Project Management Fundamentals, Core Processes, and Terminology.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Understand what is required of them to finish preparing for PMI examinations independently.
- Recognize variance from PMI standards in project processes.
- Recognize variance from PMI standards in project management practices.
- Recognize PMBOK compliant project plan components.

### Course Outline:

#### How To Most Efficiently Prepare For PMP/CAPM Certification

Strategy  
Improving efficiency  
Key Issues  
Common modes of failure  
The role of test battery software & avoiding its traps  
Exam provider expectations

#### Navigating The Application Process

Categorizing your application  
Documenting & Categorizing experience  
Application submission guidelines & options

#### Understanding The PMP & CAPM Exams

Differences in the PMP and CAPM exam intentions  
Understanding the testing environment & mindset  
What the exams are like  
Knowing when you are ready to test

#### PMBOK Study Strategies

How the PMBOK supports the preparation process  
How not to use the PMBOK  
The PMBOK as a family of related processes  
How to most quickly understand and retain PMBOK concepts and processes

#### Understanding PMI's "isms"

Assumptions about project management that frame all exam questions  
Assumptions about project manager's behavior  
Assumptions about the project environment  
Avoiding getting tangled in the differences between what you do and what PMI requires

#### The Process Of Project Management

#### The Framework Of Project Management

#### Integration Management Topics

#### Scope Management Topics

#### Time Management Topics

#### Cost Management Topics

#### Quality Management Topics

#### Human Resources Management Topics

#### Communications Management Topics

#### Risk Management Topics

#### Procurement Management Topics

#### Professional Responsibility Topics

**Course Description:** This two-day course is designed for individuals who will use Microsoft Project 2007 as a tool to assist them in managing projects. The topics in this course cover the critical skills necessary to create and modify a project plan file that contains tasks, resources, and resource assignments. Students will then build upon these skills and work with a project plan once it has entered the project implementation phase.

**Who Should Attend:** Students who have an understanding of project management concepts, are responsible for creating and modifying project plans, and need a tool to manage those project plans will benefit from this course. Those who intend to pursue certification as a Microsoft Office User Specialist for Microsoft Project 2003 will also benefit.

**Prerequisites:** Students enrolling in this class should have an understanding of project management concepts and knowledge of a Windows operating system, either Windows 2000 or Windows XP. A basic knowledge of Microsoft Word and Excel is helpful but not required.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Build a project plan and fine-tune the details.
- Schedule tasks, assign resources, and manage dependencies.
- Monitor progress and costs—and keep your project on track.
- Format Gantt charts and other views to communicate project data.
- Explore enterprise project management systems.

### Course Outline:

#### Chapter 1. Getting Started with Project

Managing Your Projects with Project  
Starting Project Standard  
Starting Project Professional  
Exploring Views  
Exploring Reports  
Creating a New Project Plan  
Setting Nonworking Days  
Entering Project Properties  
Key Points

#### Chapter 2. Creating a Task List

Entering Tasks  
Estimating Durations  
Entering a Milestone  
Organizing Tasks into Phases  
Linking Tasks  
Documenting Tasks  
Checking the Plan's Duration  
Key Points

#### Chapter 3. Setting Up Resources

Setting Up People Resources  
Setting Up Equipment Resources  
Setting Up Material Resources  
Setting Up Cost Resources  
Entering Resource Pay Rates  
Adjusting Working Time for Individual Resources  
Documenting Resources  
Key Points

#### Chapter 4. Assigning Resources to Tasks

Assigning Work Resources to Tasks  
Assigning Additional Resources to a Task  
Assigning Material Resources to Tasks  
Assigning Cost Resources to Tasks  
Key Points

#### Chapter 5. Formatting and Printing Your Plan

Creating a Custom Gantt Chart View  
Drawing on a Gantt Chart  
Formatting Text in a View  
Formatting and Printing Reports  
Key Points

#### Chapter 6. Tracking Progress on Tasks

Saving a Project Baseline  
Tracking a Project as Scheduled  
Entering a Task's Completion Percentage  
Entering Actual Values for Tasks  
Key Points

#### Chapter 7. Fine-Tuning Task Details

Adjusting Task Relationships  
Setting Task Constraints  
Viewing the Project's Critical Path  
Interrupting Work on a Task  
Adjusting Working Time for Individual Tasks  
Changing Task Types  
Entering Deadline Dates  
Entering Fixed Costs  
Setting Up a Recurring Task  
Key Points

#### Chapter 8. Fine-Tuning Resource and Assignment Details

Entering Multiple Pay Rates for a Resource  
Setting Up Pay Rates to Apply at Different Times  
Setting Up Resource Availability to Apply at Different Times  
Delaying the Start of Assignments  
Applying Contours to Assignments  
Applying Different Cost Rates to Assignments

Entering Material Resource Consumption Rates  
Key Points

#### Chapter 9. Fine-Tuning the Project Plan

Examining Resource Allocations over Time  
Manually Resolving Resource Overallocations  
Leveling Overallocated Resources  
Examining Project Costs  
Checking the Project's Finish Date  
Key Points

#### Chapter 10. Organizing and Formatting Project Details

Sorting Project Details  
Grouping Project Details  
Filtering Project Details  
Customizing Tables  
Customizing Views  
Key Points

#### Chapter 11. Printing Project Information

Printing Your Project Plan  
Printing Views  
Printing Reports  
Key Points

#### Chapter 12. Sharing Project Information with Other Programs

Copying and Pasting with Project  
Opening Other File Formats in Project  
Saving to Other File Formats from Project  
Generating a Project Summary Report for Word, PowerPoint, or Visio  
Generating Visual Reports with Excel and Visio  
Key Points

#### Chapter 13. Tracking Progress on Tasks and Assignments

Updating a Baseline  
Tracking Actual and Remaining Values for Tasks and Assignments  
Tracking Timephased Actual Work for Tasks and Assignments  
Rescheduling Incomplete Work  
Key Points

#### Chapter 14. Viewing and Reporting Project Status

Identifying Tasks that Have Slipped  
Examining Task Costs  
Examining Resource Costs  
Reporting Project Cost Variance with a Stoplight View  
Key Points

#### Chapter 15. Getting Your Project Back on Track

Troubleshooting Time and Schedule Problems  
Troubleshooting Cost and Resource Problems  
Troubleshooting Scope-of-Work Problems  
Key Points

#### Chapter 16. Applying Advanced Formatting

Formatting a Gantt Chart View  
Formatting the Network Diagram View  
Formatting the Calendar View  
Key Points

#### Chapter 17. Customizing Project

Sharing Custom Views and Other Elements Between Project Plans

Recording Macros  
Editing Macros  
Customizing a Toolbar  
Key Points

#### Chapter 18. Measuring Performance with Earned Value Analysis

Viewing Earned Value Schedule Indicators  
Viewing Earned Value Cost Indicators  
Generating an Earned Value Visual Report  
Key Points

#### Chapter 19. Consolidating Projects and Resources

Creating a Resource Pool  
Viewing Assignment Details in a Resource Pool  
Updating Assignments in a Sharer Plan  
Updating a Resource's Information in a Resource Pool  
Updating All Plans' Working Times in a Resource Pool  
Linking New Project Plans to a Resource Pool  
Opening a Sharer Plan and Updating a Resource Pool  
Consolidating Project Plans  
Creating Dependencies Between Projects  
Key Points

#### Chapter 20. Planning Work with Project Server

Understanding the Key Pieces of Enterprise Project Management  
Building a New Plan from an Enterprise Template  
Staffing an Enterprise Project with Resources  
Publishing a Plan to Project Server  
Key Points

#### Chapter 21. Tracking Work with Project Server

Reporting Actual Work Through Project Web Access  
Reporting Actual Work Through Outlook  
Handling Actuals from Resources  
Keeping Stakeholders Informed  
Key Points

#### Chapter 22. Managing Risks, Issues, and Documents with Project Server

Managing Risks  
Managing Issues  
Managing Documents  
Key Points

#### Appendix A. A Short Course in Project Management

Understanding What Defines a Project  
The Project Triangle: Viewing Projects in Terms of Time, Cost, and Scope  
Time, Cost, and Scope: Managing Project Constraints  
Managing Your Projects with Project

#### Appendix B. What's Next? Appendix B. What's Next?

Joining a Project Learning Community  
Joining a Project Management Learning Community  
Final Words

**Course Description:** This two-day course is designed for individuals who will use Microsoft Project 2003 as a tool to assist them in managing projects. The topics in this course cover the critical skills necessary to create and modify a project plan file that contains tasks, resources, and resource assignments. Students will then build upon these skills and work with a project plan once it has entered the project implementation phase.

**Who Should Attend:** Students who have an understanding of project management concepts, are responsible for creating and modifying project plans, and need a tool to manage those project plans will benefit from this course. Those who intend to pursue certification as a Microsoft Office User Specialist for Microsoft Project 2003 will also benefit.

**Prerequisites:** Students enrolling in this class should have an understanding of project management concepts and knowledge of a Windows operating system, either Windows 2000 or Windows XP. A basic knowledge of Microsoft Word and Excel is helpful but not required.

**Benefits of Attendance:** Upon completion of this course, students will be able to:

- Develop a project plan with tasks, resources, and assignments.
- Utilize the tools for presenting plans and creating reports.
- Track progress and costs - and make real-time adjustments.
- Apply techniques for managing multiple projects and dependencies.
- Collaborate using Microsoft Project Server and Microsoft Project Web Access.
- Sharpen project management skills.

**Course Outline:****Getting Started With Microsoft Project****Creating a Task List****Setting Up Resources****Assigning Resources to Tasks****Formatting and Printing Your Plan****Tracking Progress on Tasks****Fine-Tuning Task Details****Fine-Tuning Resource and Assignment Details****Fine-Tuning the Project Plan****Organizing and Formatting Project Details****Printing Project Information****Publishing Project Information Online****Sharing Project Information With Other Programs****Tracking Progress on Tasks and Assignments****Viewing and Reporting Project Status****Getting Your Project Back on Track****Applying Advanced Formatting****Customizing Microsoft Project****Measuring Performance With Earned Value Analysis****Consolidating Projects and Resources****Planning Work With Project Server**