

PROJECT MANAGEMENT

Revised 11/10/2011

/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
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 include 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.
- 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 and 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

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
McGregor
Herzberg

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.
- 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.
- Explain conflict management.

Course Outline:

The Project Management Process

High Level Definition
Intended Effects
Key Roles and 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
Written and Verbal Communications
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

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 and 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
Written and Verbal Communications
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 designed for those 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 and 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 implement 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 and 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 implement 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 and Analysis

Multi-Project (Program) Earned Value Scenarios

Introduction
Workshop Brief
Workshop
Review and 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 and 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 socioeconomic 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: General management and supervisory experience is strongly suggested, but not required.

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

- Comprehend Project Management theory, concepts, vocabulary, and processes.
- Effectively lead, integrate, 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 and 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

Integrating 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:

- Comprehend Project Management theory, concepts, vocabulary, and processes.
- Effectively lead, integrate, and support the projects they manage.
- 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 and 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 and Evaluation Logistics Support
Commercial, Public sector, and Technology
Establishing Logistics Support Program Goals
Lab: Planning Program Logistics Support
Life Cycle Product Support Strategy
Alternative Design Solutions
People, Products, and 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 one of the following: *Project Management Core Skills for Team Leads, Project Managers, or Program Managers; *Project Management Overview and either Project Management Leadership or Microsoft Project; or have equivalent work experience.

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 and Avoiding its Traps
Exam Provider Expectations

Navigating The Application Process

Categorizing your Application
Documenting and Categorizing Experience
Application Submission Guidelines and Options

Understanding The PMP & CAPM Exams

Differences in the PMP and CAPM Exam Intentions
Understanding the Testing Environment and 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:

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

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

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

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

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

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

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

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

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

Organizing and Formatting Project Details

Sorting Project Details
Grouping Project Details

Filtering Project Details
Customizing Tables
Customizing Views
Key Points

Printing Project Information

Printing Your Project Plan
Printing Views
Printing Reports
Key Points

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

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

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

Getting Your Project Back on Track

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

Problems
Key Points

Applying Advanced Formatting

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

Customizing Project

Sharing Custom Views and Other Elements Between Project Plans
Recording Macros
Editing Macros
Customizing a Toolbar
Key Points

Measuring Performance with Earned Value Analysis

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

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

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

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

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

Course Description: This course covers the basics of project leadership and interpersonal skills including 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 specifically developed to support Project Managers who need to meet Project Management 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:

- 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
- Demonstrate accountability for results

Course Outline:

Introduction to 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

Customer Service

Assess Needs
Providing Assistance
Resolving Problems
Satisfying Expectations

Course Description: This course covers key leadership and interpersonal skills required to manage intermediate level projects: stakeholder partnering, entrepreneurship, strategic thinking, innovation, and utilizing diversity.

Who Should Attend: This course is specifically developed to support Project Managers who need to meet core training requirements.

Prerequisites: There are no prerequisites for this course.

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

- Describe how to partner with stakeholders effectively
- Implement entrepreneurship
- Utilize strategic thinking
- Build teams/IPT
- Explain and manage conflict
- Demonstrate creativity/innovation
- Utilize diversity

Course Outline:**Communications Management**

Using oral and written skills
Planning communications of macro information
Effective briefing skills
Sharing lessons learned
The media and media policies

Leadership Skills

Partnering
Team Building
Conflict Management
Political Savvy
Strategic Thinking
Decisiveness
Innovation

Course Description: This course will enable participants to effectively manage the scope and requirements of a project. As part of the Triple Constraints, Scope is often the most challenging part of the constraints to manage. In this class the participants will participate in group exercises that will enable them to learn the skills needed to properly manage the Scope of a project.

Who Should Attend: This class is intended for any person functioning as a Project Manager or aspiring to be a Project Manager.

Prerequisites: Students should have taken the Project Management Overview course.

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

- Determine the Business Need that is driving a project.
- Define project vs. product scope and determine how a project integrates with the overall operations of an organization.
- Define the Inputs, Tools and Techniques, and Outputs of proper Scope Management and identify appropriate quality requirements.
- List the proper techniques and tools to effectively define the Scope of a project and determine macro risks.
- Determine ways of dealing with the change.
- Describe how to create a Work Breakdown Structure.
- Determine how to properly verify Scope.
- Determine how to control the Scope of a project during the Execution Phase of the project.

Course Outline:

Project Scope Management

Project Scope Vs. Product Scope

Scope Planning

Inputs
Enterprise Environment Factors
Organizational Process Assets
Project Charter
Preliminary Project Scope Statement
Project Management Plan
Tools and Techniques
Expert Judgment
Templates, Forms, and Standards
Outputs
Project Scope Management Plan

Scope Definition

Inputs
Organizational Process Assets
Project Charter
Preliminary Scope Statement
Project Scope Management Plan
Approved Change Requests
Tools and Techniques
Product Analysis
Alternatives Identification
Expert Judgment
Stakeholder Analysis
Outputs
Project Scope Statement
Project Objectives
Product Scope Description
Project Requirements
Project Boundaries
Project Deliverables
Product Acceptance Criteria
Project Constraints
Project Assumptions
Initial Project Organization
Initial Defined Risks
Schedule Milestones
Fund Limitation
Cost Estimate
Project Configuration Management Requirements
Project Specifications
Approval Requirements
Requested Changes
Project Scope Management Plan (Updates)

Create WBS

Inputs
Organizational Process Assets

Project Scope Statement
Project Scope Management Plan
Approved Change Requests
Tools and Techniques
WBS Templates
Decomposition
Outputs
Project Scope Statement (Updates)
Work Breakdown Structure
Organizational Breakdown Structure
Bill of Materials
Risk Breakdown Structure
Resource Breakdown Structure
WBS Dictionary
Scope Baseline
Project Scope Management Plan (Updates)
Requested Changes

Scope Verification

Inputs
Project Scope Statement
WBS Dictionary
Project Scope Management Plan
Deliverables
Tools and Techniques
Inspection
Outputs
Accepted Deliverables
Requested Changes
Recommended Corrective Actions

Scope Control

Inputs
Project Scope Statement
WBS
WBS Dictionary
Project Scope Management Plan
Performance Reports
Approved Change Requests
Work Performance Information
Tools and Techniques
Change Control System
Variance Control
Re-planning
Configuration Management System
Outputs
Project Scope Statement (Updates)
WBS (Updates)
WBS Dictionary (Updates)
Scope Baseline (Updates)
Requested Changes
Recommended Corrective Action
Organization Process Assets (Updates)

Project Management Plan (Updates)

Course Description: The goal of this workshop course is to develop skills required to effectively manage the schedule and budget of a project. As part of the Triple Constraints, the schedule and budget of a project (and the management thereof) are Key Performance Indicators regarding the success of any project. This course will enable the participants to hone the skills necessary to effectively manage the schedule and budget of a project.

Who Should Attend: All managers, team leaders, and others who work with project teams will benefit from this course.

Prerequisites: Students should have taken the Project Management Overview and Project Scope and Requirements Management courses.

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

- Determine how to effectively define activities.
- Determine ways to effectively sequence activities.
- Determine how to effectively estimate resource requirements and estimate durations.
- Develop an effective schedule.
- Effectively utilize schedule controls to keep their projects on schedule.
- Effectively 'Crash' and 'Fast Track' their projects to meet time and cost requirements.
- Determine how to estimate costs.
- Determine how to effectively budget for project costs.
- Effectively control the costs of a project.
- Influence future project activities to meet project goals.

Course Outline:

Project Time Management

Activity Definition

Enterprise Environment Factors
Organizational Process Assets
Project Scope Statement
WBS and WBS Dictionary
Project Management Plan
Decomposition
Templates
Rolling Wave Planning
Expert Judgment
Planning Component
Activity and Milestone Lists
Activity Attributes
Requested Changes

Activity Sequencing

Project Scope Statement
Activity and Milestone Lists
Activity Attributes
Approved Change Requests
Precedence Diagramming Method
Arrow Diagramming Method
Schedule Network Templates
Dependency Determination
Applying Leads and Lags
Project Schedule Network Diagrams
Activity List and Attributes
Requested Changes

Activity Resource Estimating

Enterprise Environmental Factors
Organizational Process Assets
Activity List and Attributes
Resource Availability
Project Management Plan
Expert Judgment
Alternative Analysis
Published Estimating Data
Project Management Software
Bottom-up Estimating
Resource Requirements
Activity Attributes (Updates)
Resource Breakdown Structure
Resource Calendar (Updates)
Requested Changes

Activity Duration Estimating

Enterprise Environmental Factors
Organizational Process Assets
Project Scope Statement
Activity List

Activity Attributes and Resource Requirements
Resource Calendar
Project Management Plan
Expert Judgment
Analogous Estimating
Parametric Estimating
Three-Point Estimates
Reserve Analysis
Activity Duration Estimates
Activity Attributes (Updates)

Schedule Development

Organizational Process Assets
Project Scope Statement
Activity List and Attributes
Project Schedule Network Diagrams
Activity Resource Requirements
Resource Calendars
Activity Duration Estimates
Project Management Plan
Schedule Network Analysis
Critical Path Method
Schedule Compression
What-If Scenario Analysis
Resource Leveling
Critical Chain Method
Project Management Software
Applying Calendars
Adjusting Leads and Lags
Schedule Model
Project Schedule
Schedule Model Data
Schedule Baseline
Resource Requirements (Updates)
Activity Attributes (Updates)
Project Calendar (Updates)
Requested Changes
Project Management Plan (Updates)

Schedule Control

Schedule Management Plan
Schedule Baseline
Performance Reports
Approved Change Requests
Progress Reporting
Schedule Change Control System
Performance Measurement
Project Management Software
Variance Analysis
Schedule Comparison Bar Charts
Schedule Model Data
Schedule Baseline (Updates)

Performance Measurements
Requested Changes
Recommended Corrective Actions
Organization Process Assets (Updates)
Activity List (Updates)
Activity Attributes (Updates)
Project Management Plan (Updates)

Project Cost Management

Cost Estimating

Enterprise Environmental Factors
Organizational Process Assets
Project Scope Statement
WBS and WBS Dictionary
Project, Schedule and Staffing Management Plan
Risk Register
Analogous Estimating
Determine Resource Cost Rates
Bottom-up Estimating
Parametric Estimating
Project Management Software
Vendor Bid Analysis
Reserve Analysis
Cost of Quality
Activity Cost Estimates
Activity Cost Estimate Supporting Detail
Requested Changes
CMP (Updates)

Cost Budgeting

Project Scope Statement
WBS and WBS Dictionary
Activity Cost Estimates
Activity Cost Estimate Supporting Detail
Project Schedule
Resource Calendars
Contract
Cost Management Plan
Cost Aggregation
Reserve Analysis
Parametric Estimating
Funding Limit Reconciliation
Cost Baseline
Project Funding Requirements
Cost Management Plan (Updates)
Requested Changes

Cost Control

Cost Baseline
Project Funding Requirements
Performance Reports

Work Performance Information
Approved Change Requests
Project Management Plan
Cost Change Control System
Performance Measurement Analysis
Earned Value Analysis
Variance Analysis
Forecasting
Project Performance Reviews
Project Management Software
Variance Management
Cost Estimates (Updates)
Cost Baseline (Updates)
Performance Measurements
Forecasted Completion
Requested Changes
Recommended Corrective Actions
Organization Process Assets (Updates)
Project Management Plan (Updates)

Course Description: This course will guide the student through the Risk Management process as defined by the Project Management Institute (PMI). Through a series of hands-on exercises the student will learn the proper methodology for managing risks.

Who Should Attend: This class is intended for Project Managers and employees responsible for managing and tracking projects.

Prerequisites: Students should have taken the Project Management Overview, Project Scope and Requirements Management, and Project Time and Cost Management courses.

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.
- Define Risk.
- Define the Risk Management process.
- Plan for risks.
- Effectively identify risks.
- Perform qualitative and quantitative risk analysis.
- Perform Risk Response Planning.
- Perform Risk Monitoring and Control.
- Apply network activity techniques.

Course Outline:

Overview Of Risk Management

Risk Management Planning

Determining How to Approach, Plan, and Execute Project Risk Management Activities
 Inputs to Risk Management Planning
 Determine Enterprise Environmental Factors, Organizational Process Assets, the Project Scope Statement, and the Project Management Plan
 Tools and Techniques for Risk Management Planning
 Planning Meetings and Analysis
 Outputs of Risk Management Planning

Risk Identification

Inputs to Risk Identification
 Determine Enterprise Environmental Factors, Organizational Process Assets, the Project Scope Statement, the Project Management Plan, and the Risk Management Plan.
 Tools and Techniques for Risk Management Planning
 Documentation Reviews
 Information Gathering
 Checklist Analysis
 Assumptions Analysis
 Diagramming Techniques
 Outputs of Risk Identification

Qualitative Risk Analysis

Inputs to Qualitative Risk Analysis
 Organizational Process Assets, Project Scope Statement, the Risk Management Plan, and the Risk Register
 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
 Outputs of Risk Management Planning
 Risk Register Updates that include:
 Relative Ranking or Priority List of Project Risks
 Risks Grouped by Categories
 List of Risks Requiring Response in the Near-Term
 List of Risks Requiring Additional Analysis and Response
 Watch Lists of Low Priority Risks
 Trends in Qualitative Risk Analysis Results

Quantitative Risk Analysis

Inputs to Quantitative Risk Analysis
 Organizational Process Assets, Project Scope Statement, the Risk Management Plan, and the Risk Register
 Tools and Techniques for Qualitative Risk Analysis
 Data Gathering and Representation Techniques including: Interviewing, Probability Distributions, and Expert Judgement.
 Quantitative Risk Analysis and Modeling Techniques
 Outputs of Risk Management Planning
 Risk Register Updates

Risk Response Planning

Inputs to Risk Response Planning

The Risk Management Plan and the Risk Register
 Tools and Techniques for 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
 Outputs of Risk Response Planning
 Risk Register Updates
 Risk owners and assigned responsibilities
 Outputs from Qualitative and Quantitative Risk Analysis
 Agreed-upon response strategies
 Specific actions to implement the chosen response strategy
 Symptoms or warning signs that a risk is about to occur
 Budget and schedule activities you must undertake if a risk occurs
 Contingency reserves of time and money
 Contingency plans and risk triggers
 Fallback plans
 Residual risks
 Secondary risks

Risk Monitoring And Control

Inputs to Risk Monitoring and Control
 Tools and Techniques for Risk Monitoring and Control
 Risk Reassessment
 Risk Audits
 Variance and Trend Analysis
 Technical Performance Measurement
 Reserve Analysis
 Status Meetings
 Outputs of Risk Monitoring and Control

Course Description: This intensive class will guide the student through the Project Quality Management process as defined by the Project Management Institute (PMI). Students will be introduced to industry best practices.

Who Should Attend: This class is intended for any person functioning as a Project Manager or aspiring to be a Project Manager.

Prerequisites: Students should have taken the Project Management Overview, Project Scope and Requirements Management, and Project Time and Cost Management courses.

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

- Effectively plan quality into their project.
- Effectively determine quality requirements as they pertain to the scope/requirements of the project.
- Perform quality assurance functions on their projects.
- Perform quality control functions on their projects.

Course Outline:

Overview Of Project Quality Management

Project Management Plan Updates

Quality Planning

Introduction to Quality Planning

Inputs to Quality Planning include: Enterprise Environmental Factors, Organizational Process Assets, and the Project Scope Statement

Tools and Techniques for Quality Planning

Cost-Benefit Analysis

Benchmarking

Design of Experiments

Outputs of Quality Planning

Quality Management Plan

Quality Metrics

Quality Checklists

Process Improvement Plan

Quality Baseline

Project Management Plan Updates Exercise

Performing Quality Assurance

Introduction to Performing Quality Assurance

Inputs to Performing Quality Assurance include: Quality Management Plan, Quality Metrics, Process Improvement Plan, Work Performance Information, Approved Change Requests, Quality Control Measurements, Implemented Change Requests, Implemented Corrective Actions, Implemented Defect Repair, Implemented Preventive Actions

Tools and Techniques for Performing Quality Assurance

Quality Planning Tools and Techniques

Quality Audits

Process Analysis

Quality Control Tools and Techniques

Outputs of Performing Quality Assurance

Requested Changes

Recommended Corrective Actions

Organizational Process Assets Updates

Project Management Plan Updates Exercise

Performing Quality Control

Introduction to Performing Quality Control

Inputs to Performing Quality Control include: Quality Management Plan, Quality Metrics, Quality Checklists, Organizational Process Assets, Work Performance Information, Approved Change Requests, and Deliverables

Tools and Techniques for Performing Quality Control

Cause and Effect Diagrams

Control Charts

Flowcharting

Histograms

Pareto Charts

Run Charts

Scatter Diagrams

Statistical Sampling

Inspection

Defect Repair Review

Outputs of Performing Quality Control

Quality Control Measurements

Validated Defect Repair

Quality Baseline Updates

Recommended Corrective Actions

Recommended Preventive Actions

Requested Changes

Recommended Defect Repair

Organization Process Assets Updates

Validated Deliverables

Course Description: This intensive course will guide the student through the Project Communications Management process as defined by the Project Management Institute (PMI).

Who Should Attend: This class is intended for any person functioning as a Project Manager or aspiring to be a Project Manager.

Prerequisites: Students should have taken the Project Risk Management, Project Scope and Requirements Management, and Project Time and Cost Management courses.

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

- Plan for the communications requirements of a project.
- Develop a Communications Plan.
- Understand how and what information to distribute.
- Understand and use Organizational Process Assets.
- Develop performance reports.
- Develop forecasts, change requests, and recommend corrective actions.
- Manage stakeholders.
- Resolve issues and update the Project Management Plan.
- Effectively listen.
- Effectively communicate using the written word.

Course Outline:

Overview Of Project Communications Management

Communications Planning

Introduction to Communications Planning
 Inputs to Communications Planning include: Enterprise Environmental Factors, Organizational Process Assets, the Project Scope Statement, and the Project Management Plan
 Tools and Techniques for Communications Planning
 Communications Requirements Analysis
 Communications Technology
 Outputs of Communications Planning
 Communications Management Plan Exercise

Information Distribution

Introduction to Information Distribution
 Inputs to Information Distribution include: Communications Management Plan
 Tools and Techniques for Information Distribution
 Information Gathering and Retrieval Systems
 Information Distribution Methods
 The Lessons Learned Process
 Outputs of Information Distribution
 Organizational Process Assets
 Requested Changes Exercise

Performance Reporting

Introduction to Performance Reporting
 Inputs to Performance Reporting include: Work Performance Information, Performance Measurements, Forecasted Completion, Quality Control Measurements, Approved Change Requests, and Deliverables
 Tools and Techniques for Performance Reporting
 Information Presentation Tools
 Performance Information Gathering and Compilation
 Status Review Meetings
 Time Reporting Systems
 Cost Reporting Systems
 Outputs of Performance Reporting
 Performance Reports
 Forecasts
 Requested Changes
 Recommended Corrective Actions
 Organizational Process Assets Updates Exercise

Managing Stakeholders

Introduction to Managing Stakeholders
 Inputs to Managing Stakeholders include: Organizational Process Assets and the Communications Management Plan
 Tools and Techniques for Managing a Stakeholder
 Communications Methods
 Issue Logs
 Outputs of Managing Stakeholders
 Resolved Issues
 Approved Change Requests
 Approved Corrective Actions
 Organizational Process Assets Updates
 Project Management Plan

Course Description: This is an intensive class that will guide the student through the Project Human Resource Management process as defined by the Project Management Institute (PMI).

Who Should Attend: This class is intended for any person functioning as a Project Manager or aspiring to be a Project Manager.

Prerequisites: Students should have taken the Project Management Overview, Project Scope and Requirements Management, and Project Time and Cost Management courses.

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

- Perform human resource planning functions.
- Explain how to acquire a project team.
- Create organizational charts.
- Define roles and responsibilities of the team.
- Use tools and techniques for human resource planning.
- Develop project teams.
- Manage project teams.

Course Outline:**Overview Of Project Human Resource Management****Human Resource Planning**

Introduction to Human Resource Planning
Enterprise Environmental Factors
Organizational Process Assets and the Project Management Plan
Tools and Techniques for Human Resource Planning
Outputs of Human Resource Planning

Acquiring A Project Team

Introduction to Acquiring a Project Team
Enterprise Environmental Factors
Organizational Process Assets
Roles and Responsibilities
Project Organizational Chart
Staffing Management Plan
Tools and Techniques for Acquiring a Project Team
Outputs of Acquiring a Project Team

Developing A Project Team

Introduction to Developing a Project Team
Project Staff Assignments
Staffing Management Plan
Resource Availability
Tools and Techniques for Developing a Project Team
Outputs of Developing a Project Team

Managing A Project Team

Introduction to Managing a Project Team
Organizational Process Assets
Project Staff Assignments
Roles and Responsibilities
Project Organizational Charts
Staffing Management Plan
Team Performance Assessment
Work Performance Information
Performance Reports
Tools and Techniques for Managing a Project Team
Outputs of Managing a Project Team

Course Description: This course provides IT Managers and Practitioners with a practical understanding of IT Service Management, the underpinning core ITIL Service Delivery and Service Support Processes and implementation guidance. It describes a set of processes involved in developing an IT framework and features both lecture and interactive hands-on learning experience throughout the course. This results in a thorough grounding in the basic theory of ITSM, which can be used to take the Foundation Certificate in IT Service Management, or to participate in ITSM projects at any level. The ITIL Foundations Certification Exam is administered at the end of the course.

Who Should Attend: IT Management, Business Unit Managers, IT Services Managers, Supplier Managers, Consultants and those responsible for the support and implementation of Information Technology will benefit from this course.

Prerequisites: Familiarity with IT Services is recommended.

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

- Identify the Key ITIL processes
- Identify the Benefits of implementing each ITIL process in an organization
- Identify the Basic concepts related to each ITIL process
- Identify the Activities and roles involved in each process
- Identify the Relationship of each ITIL process to other processes
- Identify the Factors that impact the effectiveness of each ITIL process

Course Outline:

Introduction to ITSM/ ITIL

Configuration Management - with Exercise

Service Desk

Incident Management

Problem Management

Change Management - with Case Study

Release Management

"I am the Incident" Exercise

Service Level Management - with Exercise

Availability Management - with Case Study

Capacity Management - with Case Study

IT Service Continuity Management

Security Management

Financial Management

Wrap Up / Review of Sample Exam

Exam Preparation Module

ITIL Foundation Exam