

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)