



# Project Management Foundation Outline

## (3 Days)

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## Introduction

The agenda of the programme follows the natural lifecycle of a project, making the experience more meaningful for the participants and helping them to relate the new learning to the real world.

Some of the main aspects of the seminar are

- The need for thorough planning, to avoid scoping errors and to produce accurate schedule and cost estimates
- The need for robust risk management, to ensure that the probability of delivering the agreed project objectives is maximised
- The need for human resource planning and management, to ensure that the project team is effective
- The need for effective monitoring and control, to ensure that the project stays on track

Tools and techniques for all the above are described and practiced during the programme.

## Content

### Managing the business by projects

- The project environment
- project attributes
- project management and operations management: exclusive or complementary?
- key success factors of project management
- project stakeholders' roles and responsibilities: the project client, project leader, sponsor, steering committee, performing organisation, project office
- the triple constraint: results, time, and resources
- the five key processes: initiating, planning, executing, controlling, and closing
- the differences between lifecycles and process groups
- phase end reviews and milestones
- some facts about project success and failure

**Exercise:** you assess your existing project management capability

### Project initiation

- drivers of a new project
- preliminary analysis: product description, business case, assumptions and constraints
- project charter and the scope statement
- stakeholder management techniques and tools

### Project planning

- project planning and the project lifecycle
- impact of project planning - how to approach planning
- five key planning processes: scope definition, scheduling and resource allocation, cost & budget, risk management - tools, techniques and processes



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**Exercise:** divided into teams, you develop a project charter and a preliminary scope statement for a case study

### Scope definition

- decomposition of project deliverables
- project lifecycle and project phases
- WBS (work breakdown structure): why is the WBS the crucial process of planning?
- the CWBS (contractual WBS) and its relationship with the WBS
- developing a WBS in teams: a practical guide
- the OBS (organisation breakdown structure): assigning responsibility and accountability to the task managers
- the responsibility chart (RACI)

**Exercise:** in teams you develop a WBS and the respective OBS for a case study

### Schedule and resource allocation.

- sequencing and network diagrams
- sequential, parallel, and overlapping of activities
- fast tracking: benefits and potential risks
- the risk of duration estimating
- scheduling tools and techniques overview: Gantt charts, network diagrams
- critical chain: building project buffers and feeding buffers into the schedule
- assessing resource requirements - how to collect and evaluate the data
- Defining team roles and the staffing plan

**Exercises:** (1) in teams you develop a network diagram for a case study  
(2) in teams, you draw a Gantt chart for a case study  
(3) in teams, you produce a team staffing plan for a case study

### Cost & budget

- cost estimating: building a cost structure model
- cost estimating issues and approaches - how to deal with capital and operations costs?
- the classes of cost estimates and their relationship with the status of project planning
- cost budgeting, undistributed budgets, management reserves and contingencies
- project base lining: the project planned value

**Exercise:** in teams you develop a budget and S-curve baseline for a case study

### Risk management

- project risks; types of project risks; risk drivers
- risk assessment and response plan: methods and techniques
- application to small, medium and large projects

**Exercise:** in teams you develop a risk management plan for a case study

### Project Execution

- Managing project team performance and giving feedback



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### Project Monitoring & Control

- behaviours overcome hurdles: leader and members' behaviours keep the project under control
- Earned Value Technique
- control tools: variance analysis, earned value analysis, trend analysis and forecasting
- status and progress reports - project performance analysis and forecasting
- change management and configuration management

**Exercise:** in teams you use financial control techniques to monitor progress

### Project closing

- project or phase closing: objectives achieved, objectives impossible to achieve or better alternatives found
- customer verification and acceptance
- project hand-over

**Exercise:** you develop your own personal action plan to implement the knowledge learned