

# PROJECT MANAGEMENT TRAINING COURSES



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Managing Projects  
Managing IT Projects  
Scheduling and Cost Control  
Risk Management  
Project Leadership, Management and Communications  
PMP Exam Power Preparation  
IT Risk Management  
Quality for Project Managers  
Project Management Applications  
Negotiation Skills for Project Managers  
Business Process Analysis, Innovation and Design  
Project Planning, Analysis and Control  
Unlocking the Power of Earned Value Management

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## COURSE OVERVIEW

Get a solid understanding of project management methods with this comprehensive introductory course. Gain practical experience in proven project management techniques and discover a wealth of valuable, flexible tools that can be used immediately to ensure the success of any project in any type of organisation.

Managing Projects provides delegates with the foundation, techniques and tools to manage each stage of the project lifecycle, work within organisational and cost constraints, set goals tied directly to stakeholder needs, get the most from a project management team and utilise state-of-the-art project management tools to get the work done on time and within budget.

Covering the entire project lifecycle, this course is built around best practices currently used in today's fast-paced business environment. Participants learn project management skills through case studies, hands-on exercises and practical experiences that can immediately be applied to a current job. This approach yields a comprehensive project management experience, including the early stages of defining project requirements, developing work breakdown structures, project change control and closeout.

As the Strategy Execution's Project Management Professional Development Programme's flagship course, Managing Projects opens the door to more efficient project implementation. The programme's other courses provide opportunities to build on the knowledge gained during this course, in order to enhance project management capabilities further.

**Reminder:** Participants taking this course should not take Managing IT Projects.

## LEARN HOW TO

- ✓ Describe the roles and responsibilities of project managers across the project life cycle
- ✓ Define and develop the foundations of a project plan, including the requirements document, work breakdown structure (WBS), budget, schedule, and other resources
- ✓ Manage and control the project against the baseline
- ✓ Close out a project effectively

## PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resources Management
- Project Procurement Management
- Project Communication Management
- Project Stakeholder Management

## COURSE TOPICS

### Introduction to Project Management

- Definition of a project
- Definition of project management
- Project constraints
- Global standards governing project management
- Project life cycle
- Project manager roles and responsibilities
- Skills needed By project managers

### Project Initiation

- Project initiation
- Stakeholder identification and assessment
- Project selection
- Selection tools
- Project charter
- Needs assessment

- Formulating good objectives
- Requirements
- Requirements documentation

### Project Planning

- Core project team
- Scope planning and management
- Work breakdown structures
- WBS dictionary
- Good estimating practices
- Three-point estimating
- Schedule planning
- Network diagramming
- Float
- Critical path
- Gantt charts
- Project calendar
- Milestone charts
- Estimating cost

- Resource planning
- Resource planning tools and techniques
- Risk planning
- Procurement planning
- Communication planning
- Quality planning
- The project management plan
- Project baselines

### Project Implementation

- Assessing project performance
- Earned value management (EVM)
- EVM terminology
- Interpreting earned value management (EVM) calculations
- Corrective actions
- Ways to speed up schedules

- "Sunk" costs
- Managing change
- Managing risk
- Managing quality
- Developing the project team
- Project team structures
- Virtual teams
- Organisational structures
- Managing the project team
- Managing stakeholder expectations
- Validating scope

### Project Closeout

- Closeout guidelines and issues
- Procurement and project or phase closeout
- Lessons learned
- People-oriented closeout activities

## COURSE OVERVIEW

Today's IT projects present unique challenges to the project manager, requiring coordination with many stakeholders and integration of various technological capabilities. In this comprehensive introductory course, delegates discover critical success factors and hidden risks inherent in IT projects and leave with an understanding of strategies and techniques developed in the field by experienced IT project managers for successfully managing IT projects.

This course addresses all areas of IT project management: hardware, software, systems integration, communications and human resources. It addresses the role of the project manager and the project team at each phase of the project lifecycle, helping participants gain the foundation, basic experience, techniques and tools to manage each stage of their project. They learn techniques to determine customer requirements, set goals tied directly to stakeholder needs, get the most from their project management team, and utilise project management tools to get work done on time and within budget.

By extending traditional project management concepts into the IT arena, this course provides an understanding of the strategies and skills necessary to manage IT projects of any size by using powerful tools that will enhance IT project management capabilities, as well as written text which explain the concepts in each unit for reference. In addition, will receive the Dictionary of Project Management Terms, Third Edition, by J. LeRoy Ward, PMP, PgMP.

Participants will learn IT project management skills through hands-on exercises, interactive case studies and relevant discussions with their peers and the experienced IT project management instructor, an approach which allows them to practice new skills and ask questions in order to assimilate a broad array of practical experiences that can immediately be applied on return to the workplace.

**Reminder:** Participants taking this course should not take Managing Projects.

## LEARN HOW TO

- ✓ Describe a typical IT project life cycle and activities within each phase of that cycle
- ✓ Describe roles and responsibilities of PMs across the IT project life cycle
- ✓ Apply basic project management techniques to the IT project environment
- ✓ Identify project management challenges specific to IT projects
- ✓ Manage and control an IT project against the baseline
- ✓ Close out an IT project effectively

## PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resources Management
- Project Communications Management
- Project Procurement Management
- Project Stakeholder Management

## COURSE TOPICS

- IT Project Management Fundamentals
- Concept
- Requirements
- Planning
- Design
- Delivery
- Closeout

## COURSE OVERVIEW

This course helps attendees develop effective measures for scheduling and controlling projects by putting the tools of project management to work. The focus is on managing the constraints faced on any project: limits on time, human resources, materials, budget and specifications and provides proven ways to work within identified constraints, without letting predefined limits curtail creativity or innovation.

Delegates receive hands-on experience for practicing their skills in building project requirements and the work breakdown structure. They learn a sound, logical framework for scheduling and controlling project activities and master techniques for estimating, forecasting, budgeting, monitoring, controlling, analysing and reporting costs and interpreting the meaning of earned-value data.

Individual and small-group exercises feature scenarios that help hone these skills and a comprehensive toolkit provides practical field guidance. The course materials also include comprehensive reference materials specific to each unit of the course.

Through a number of sophisticated tools and techniques that can be used to manage time and costs effectively on every type of project, this is one of the programme's most popular courses.

Participants in this course will receive our Earned Value Formula Finder, which puts the information needed to determine cost, schedule, estimate at completion and estimate to complete values for projects right at their fingertips.

## LEARN HOW TO

- ✓ Identify documentation needed to provide inputs to scheduling and cost control activities
- ✓ Use the WBS to identify, assign, and tabulate resource requirements
- ✓ Predict costs and work time using specific levels and estimate types from the WBS
- ✓ Predict future project performance based on historical data
- ✓ Use the WBS to develop a network diagram
- ✓ Calculate schedules using the programme evaluation and review technique (PERT) and the critical path method (CPM)
- ✓ Interpret data gained from time-phased distribution of project costs
- ✓ Apply the discipline of earned value to a project
- ✓ Monitor changes and close out projects on time

## PMBOK® KNOWLEDGE AREAS

- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Procurement Management

## COURSE TOPICS

- Project Definition
- Resource Allocation and Estimating
- Scheduling
- The Baselines
- Evaluation and Forecasting
- Change Management Within the Project
- The Exit Strategy: Closing the Project

## COURSE OVERVIEW

In this Risk Management course, delegates work through the proactive approach to threat and opportunity, based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

Risk Management examines threat and opportunity from a top-down and bottom-up perspective using Strategy Execution's proven eight-step risk management process. Using effective tools, including our highly regarded risk assessment model, participants will learn how to evaluate and respond to risk at the project and task levels.

By applying these tools, attendees will end the course with new practices to apply in their own environment and form new insights on the implications and advantages of applying risk management well.

**Reminder:** Participants taking this course should not take IT Risk Management.

## LEARN HOW TO

- ✓ Define risk and risk management
- ✓ Identify risks using various methods
- ✓ Assess the potential impact of risk factors
- ✓ Prioritise risks to determine the most important
- ✓ Develop effective risk response strategies
- ✓ Control risk during project execution using proven tools and techniques
- ✓ Use a practical 8-step process to manage project risk
- ✓ Write a risk management plan for a project using a proven risk management plan template

## PMBOK® KNOWLEDGE AREAS

- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Procurement Management
- Project Communications Management

## COURSE TOPICS

### Foundations of Risk

- Project risk
- Dual nature of risk
- Elements of risk
- Levels of risk
- Characteristics of risk events
- Risk management
- Definition, benefits, and responsibilities of risk management
- The project planning process and risk management
- The project life cycle and risk management
- Types of risks
- Uncertainty
- Factors affecting risk perceptions
- Critical success factors for dealing with risk

### Identifying Risks

- Risk management and project management
- Risk management model
- Step 1: risk management planning
- Importance of documentation and communication
- Step 2: identify risks
- Guidelines and preparation for identification
- Tools and techniques (expert interviews, Delphi technique, brainstorming, nominal group technique, affinity diagram, analogy, checklists, questionnaires and templates, Crawford slip method, SWOT analysis, prototyping)

- Risk event lists and common problems
- Identifying additional risks

### Analysis Fundamentals

- Presenting risk
- Probability and impact
- Qualitative risk rating
- Quantitative risk analysis
- Probability assessment: combining approaches
- Probability analysis and rules
- Comparison of approaches

### Analysing and Prioritising Risk

- Step 3: analyse risks
- Risk analysis guidelines
- Impact analysis (project cost, schedule, and scope)
- Tools and techniques (expert judgment, financial measurements, expected value, decision tree, statistical sums (PERT), and computer simulation (Monte Carlo))
- Documenting the analysis
- Step 4: prioritise risks
- Guidelines
- Tools and techniques (qualitative risk ranking, expected value, filtering, and comparative risk ranking)

### Plan Responses to Risk

- Step 5: risk response planning
- Risk response planning process

- Risk response strategies for threats
- Risk response strategies for opportunities
- Schedule risk response planning
- Risk analysis and response development
- Response analysis matrix
- Risk response escalation
- Definition of reserves
- Factors in determining reserves
- Update risk management plan

### Executing, Evaluating, and Documenting Risks

- Overview of risk monitoring and control
- Step 6: execute risk response strategy
- Risk execution Terms
- Early Warning systems
- Monitor project status
- Maintain project management plan and other project documentation
- Step 7: evaluate results
- Evaluation guidelines
- Evaluate results of corrective actions
- Risk reassessment
- Step 8: document risk management results

## COURSE OVERVIEW

The unique challenges of IT projects make it mandatory an IT project manager be a skilled risk manager. Risk will always exist in IT projects given the need to deal with challenging requirements and expectations, complex and ever-changing technologies and business needs, and aggressive schedules and budgets to support business success. However, it is not inevitable that risk management will be an impossible task that will result in your being viewed as reactive, or worse, unresponsive.

In IT Risk Management, delegates learn to look at risk management as a way to seize opportunities, minimise threats and achieve optimum results by working through the proactive approach to threat and opportunity—based on a clear understanding of the powerful nature of both qualitative and quantitative approaches to risk management.

Using effective tools, including Strategy Execution's highly regarded risk assessment model, attendees learn how to evaluate and respond to risk at the project and task levels as well as how to apply these tools to analyse and classify risks, determine how to establish an acceptable level of risk and develop a practical risk response plan.

A multi-part case study takes participants from a risk overview at the beginning of an IT project through the challenges of ongoing assessment and reassessment of threats and opportunities throughout the project. They will leave this course prepared to face the challenges and opportunities of risk management and with new practices to apply in their own environment as well as new insights on the implications and advantages of applying risk management well.

**Reminder:** Participants taking this course should not take Risk Management.

## LEARN HOW TO

- ✓ Define risk and risk management
- ✓ Identify risks using various methods
- ✓ Assess the potential impact of risk factors
- ✓ Prioritise risks to determine the most important
- ✓ Develop effective risk response strategies
- ✓ Control risk during project execution using proven tools and techniques
- ✓ Use a practical 8-step process to manage project risk
- ✓ Write a risk management plan for a project using a proven risk management plan template

## PMBOK® KNOWLEDGE AREAS

- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management

## COURSE TOPICS

- Foundations of Risk
- Identifying Risks
- Analysis Fundamentals
- Analysing and Prioritising Risk
- Planning Responses to Risk
- Executing, Evaluating, and Documenting Risks
- Course Closeout

# PROJECT LEADERSHIP, MANAGEMENT AND COMMUNICATIONS

3 DAYS

## COURSE OVERVIEW

Project Leadership, Management and Communications is an interactive course designed to provide a solid foundation in key leadership competencies for a truly transformational leadership experience. Participants will complete a self-assessment of their leadership skills, before mastering the basics of the following leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating and leading change.

After assessing their skills, delegates will create and refine a personal leadership vision and work on strengthening their leadership competencies in order to develop a personal Leadership Development Plan. By learning how to empower themselves and other team members through more effective negotiation, based on an understanding of the differences between competitive and collaborative negotiation approaches, participants will gain an appreciation of the importance of a collaborative “win/win” negotiation process. They will also gain a clear understanding of why communication is so important—regardless of how a project is organised. And they will discover how business and personal ethics can influence leadership style and personality - as well as how their individual leadership style and personality can influence the course a project will take.

Working with other professionals and an experienced instructor/facilitator in an interactive classroom environment, attendees will engage in revealing case studies, lively discussion and practical exercises. Project managers and business professionals who need to increase their leadership skills will find Project Leadership, Management and Communications to be extremely valuable as they master important skills to get the most from their most valuable project management resource - their people.

## LEARN HOW TO

- ✓ Explain current leadership philosophies as applied to project management
- ✓ Develop strategies for leading effective teams
- ✓ Improve relationships and communications with stakeholders by applying Relationship Awareness® Theory and concepts
- ✓ Use appropriate styles of conflict resolution
- ✓ Explore ethical issues in business decisions
- ✓ Manage difficult project management issues
- ✓ Develop strategies for leading successful change
- ✓ Create a Leadership Development Plan

## PMBOK® KNOWLEDGE AREAS

- Project Cost Management
- Project Time Management
- Project Risk Management
- Project Human Resources Management
- Project Communications Management
- Project Stakeholder Management

## COURSE TOPICS

### Leadership and Management

- What Is leadership?
- Leadership theory and research
- Role of leadership in today's business environment
- Leadership and project success
- Leadership competencies
- Leadership styles

### Leading Effective Teams

- Definition of a team
- Characteristics of effective teams
- Challenges of leading project teams
- Types of teams
- Strategies for optimising team size
- Colocation
- Virtual and global teams
- Stages of team development
- Team behaviour

### Building Relationships

- Building relationships
- Relationship awareness® theory

- Interpersonal development in relationship awareness® theory
- The Seven MVSTMs
- Relationship awareness® theory and organisational culture
- Relationship awareness® theory and management
- Relationship awareness® theory and rewards
- Strengths versus weaknesses
- Effective communication
- The communication model
- Communication strategies
- Project communication plans

### Managing Conflicts

- Project teams and conflict
- Sources of conflict on project teams
- Conflict management
- Relationship awareness® theory and conflict
- Approaches to managing conflict
- Competitive negotiation
- Using power to persuade and influence
- Collaborative negotiation

### Ethics and Leadership

- Defining ethics
- Benefits of ethical behaviour
- Consequences of unethical behaviour
- Ethical guidelines
- Personal versus business ethics
- Ethics and leadership
- Ethics and project management

### Leading Change

- What is change?
- Implementing change
- Stages of adjusting to change
- Managing change
- Leading projects influenced by organisational change
- Change strategy planning
- Fundamental principles of managing change

### Putting It All Together

- Expectations of a project leader
- Leadership: a growth process
- Leadership development plan



## COURSE OVERVIEW

Quality for Project Managers applies quality principles to project management itself, as well as to the products and services resulting from projects. It brings to the forefront the essentials of project quality management and its vital link to business success, with a focus on the tools and essentials of effective quality management that work for any organisation, regardless of industry. The course shows participants how to integrate quality management concepts with project management programme to support business success.

Attendees will learn about the philosophy and principles of quality management and how to translate these concepts into specific actions that are key to successful project quality efforts. The course presents a five-step model for successfully planning project quality, a five-step model for effectively assuring project quality and a quality-control toolkit, all of which can be immediately applied to their work environment. With a strong emphasis on exercises, this course provides the opportunity to apply quality strategies and skills to real-world scenarios. Delegates will practice concepts, tools and techniques using modularised case studies that require immediate and direct application of skills learned.

The strategies of quality management and continuous improvement dovetail with project management concepts to increase control over objectives, work and performance. Master these proven methods and discover how quality greatly contributes to, and enhances, project success.

## LEARN HOW TO

- ✓ Integrate quality management into the entire project life cycle for products, processes, or services
- ✓ Plan effectively for quality management in the project
- ✓ Assess and improve your organisation's current quality capabilities to help ensure that projects will meet required quality standards
- ✓ Monitor results using quality control tools to help ensure customer satisfaction
- ✓ Apply quality management tools and techniques to "real-world" quality management situations
- ✓ Enhance customer expectations through communication, requirements elicitation, stakeholder analysis, and planning of quality management

## PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Quality Management
- Project Communications Management

## COURSE TOPICS

### Quality Management Principles in the Project Environment

- What is quality?
- Quality and the project constraints
- What is project quality management?
- The strategy / project / quality link
- Quality management and the project lifecycle
- The evolution of quality
- Systems thinking
- The cost of quality
- Basic quality management toolkit

### Quality Planning

- What is quality planning (QP)?
- QP inputs, tools and techniques
- Steps to quality planning
- Identifying, defining, and analysing stakeholders and customers
- Types of stakeholders
- Importance of stakeholder identification
- Needs assessment

- Defining and identifying requirements
- Sources of requirements
- Requirements documentation
- Common characteristics of product, service, and software quality requirements
- Prioritising quality requirements
- Developing SMART quality standards
- Measureable metrics
- Benchmarking
- QP deliverables

### Quality Assurance

- What is quality assurance (QA)?
- QA inputs, tools and techniques
- Steps in quality assurance
- Developing QA activities and measurement standards
- Determining QA capabilities of the organisation
- Conducting QA activities
- Process improvement
- QA activities and the project quality management plan

- Quality audits
- Quality path vs. critical path
- QA and change control
- QA deliverables

### Quality Control

- What is quality control (QC)?
- Why/when to perform QC?
- Major questions of QP, QA and QC
- QC inputs, tools and techniques
- The voice of the customer and the voice of the process
- "Good enough" approach
- Taguchi's loss function
- Quantum innovation vs. continuous improvement
- The continuous improvement mindset
- Plan-do-check-act (PDCA) cycle
- Basic quality control toolkit
- Quality audits and lessons learned
- QC deliverables



# PROJECT MANAGEMENT APPLICATIONS 4 DAYS

## COURSE OVERVIEW

Watch basic concepts come to life in this course, a comprehensive synthesis of core project management principles designed to reinforce skills learned throughout the core curriculum. Whether you attend the classroom or online course, you will work in teams to complete an extensive, realistic, project case study.

You'll propose, plan and execute a full-scale project under typical organisational constraints. Follow your project through the life cycle, resolving issues of performance, scheduling and control as you address questions of leadership and management. Each team member will take a turn as project manager, defining objectives and performing tasks and producing deliverables critical to the project's success.

Confirm your mastery of the core principles of project management in this experiential course and gain the hands-on confidence to practice new skills in your organisation.

**Reminder:** This practice-based course integrates the knowledge, skills and competencies that are gained in the other core project management courses. Having a foundation in industry standard project management practices is a vital component to your success in this course.

## LEARN HOW TO

- ✓ Review and apply lessons learned throughout the Project Management Professional Development programme
- ✓ Recognise and understand a competency model for project managers
- ✓ Practice and receive feedback on using project manager competencies
- ✓ Practice developing a comprehensive plan for a project by using baseline plans when appropriate
- ✓ Practice controlling a project in a resource-constrained environment, juggling competing time versus cost versus resources versus quality and performance
- ✓ Build a cohesive and productive project team and deal with the practical and emotional issues involved with team building by coordinating efforts across multiple parts of the organisation
- ✓ Apply a project management software system to planning and controlling the project if desired
- ✓ Transfer lessons learned back to the real job

## PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management
- Project Stakeholder Management

## COURSE TOPICS

### Project Manager Competencies

- Competency model for project managers
- Project management competencies
- How to apply competencies

### Project Management Simulation Overview

- Overview: project management simulation
- Typical activities of the project life cycle
- Review: project management tools
- Review: purpose of planning
- Project planning roles and responsibilities
- Stages of team development
- Building a work breakdown structure (WBS)

### Roles and responsibilities matrix

- Estimating processes
- Scheduling
- Monitoring progress
- Managing project change

### Team Formation

- Team formation

### Preproposal Analysis and Planning

- Preproposal analysis and planning

### Proposal Preparation

- Proposal preparation

### Postaward Planning

- Postaward planning
- Kickoff meeting objectives
- General meeting How-tos

### Negotiation

- Views on negotiation
- Successful negotiators
- Negotiation approaches
- Types of negotiations
- The contract negotiation process: best practices

### Implementation

- Implementation

# PROJECT PLANNING, ANALYSIS AND CONTROL

3 DAYS

## COURSE OVERVIEW

This course gives intensive instruction in project management fundamentals across the entire project life cycle. It provides proven strategies and practical tools for planning, executing, and controlling a variety of projects. It also offers detailed and sophisticated instruction in the critical areas of scheduling key events, controlling costs, and managing risks.

Participants will improve their ability to define the scope of a product development project and manage within that scope. They will learn how to identify and sequence tasks, estimate durations of tasks, schedule events and activities, plan for delays, control variances, manage costs, and utilise resources. Participants will also learn qualitative and quantitative techniques for identifying, analysing, and mitigating risk, as well as the best ways and times to apply these techniques to the project environment.

Participants will be introduced to key theories, concepts, and practices, then put this knowledge to work in the classroom through a comprehensive set of case study activities revolving around a central scenario. Function-specific case study scenarios are available to provide a more realistic experience for participants.

## LEARN HOW TO

- ✓ Describe the roles and responsibilities of project managers across the project life cycle
- ✓ Define and develop the foundations of a project management plan, including project requirements, the work breakdown structure (WBS), schedule, resources, and other cost estimates
- ✓ Describe project risk identification, risk assessment, and risk mitigation strategies
- ✓ Control the project by managing against the baseline
- ✓ Close out a project effectively learned review

## PMBOK® KNOWLEDGE AREAS

- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Scope Management
- Project Stakeholder Management

## COURSE TOPICS

- Introduction to Project Management
- Project Initiation
- Project Planning
- Risk Management
- Project Implementation
- Project Closeout

# PMP EXAM POWER PREPARATION

4 DAYS +  
7HRS ONLINE

## COURSE OVERVIEW

Beyond academic credentials, certification by the Project Management Institute (PMI®) as a project management professional (PMP®) demonstrates that the recipient has mastered essential project management skills and knowledge.

To earn PMI's PMP® credential, applicants must demonstrate the required long-term commitment to project management professionalism and pass a rigorous 200-question exam covering the five management process groups, the ten knowledge areas in PMI's A Guide to the Project Management Body of Knowledge (PMBOK® Guide).

This well-proven and successful course will improve participants' chances of passing the PMP® certification exam. Participants find out exactly what they need to know and how to prepare themselves to successfully tackle any question on the exam.

Participants take their final practice exams online and are awarded their certificate after they attempt and complete both comprehensive online exams.

## LEARN HOW TO

- ✓ Recognise the types of questions on the PMP exam
- ✓ Demonstrate an understanding of PMI's project management best practices
- ✓ Defeat exam anxiety by completing practice exams
- ✓ Confidently list the mathematical formulas that will appear on the exam
- ✓ Create more "best" answers, rather than just "right" answers
- ✓ Learn techniques for choosing when you do not know the answer to the exam question
- ✓ Design the study approach best suited for your preparation
- ✓ Discuss major themes and issues for each of the ten knowledge areas

## PMBOK® KNOWLEDGE AREAS

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management
- Project Stakeholder Management

## COURSE TOPICS

- The Environment in Which Projects Operate
- The Role of the Project Manager (PM)
- Project Integration Management
- Project Scope Management
- Project Schedule Management
- Project Cost Management
- Project Quality Management
- Project Resource Management
- Project Communication Management
- Project Risk Management
- Project Procurement Management
- Project Stakeholder Management
- Practice Exams 1 (200 questions)
- Practice Exams 2 (200 questions)

# NEGOTIATION SKILLS FOR PROJECT MANAGERS

3 DAYS

## COURSE OVERVIEW

Negotiation is an invaluable skill for any project manager. Not only do they negotiate agreements with vendors and contractors, but they must effectively negotiate with stakeholders, customers and team members throughout the life of the project. This three day, highly interactive experience covers the dynamics, processes and techniques of internal and external negotiation situations.

Short on lecture and long on practice, this course provides participants with the opportunity to experience one-on-one negotiations. They will learn how to analyse negotiation style, diffuse conflict and turn it into an advantage, as well as negotiate more effectively. Participants will receive coaching and feedback from the instructor and the other attendees.

By the end of the course, delegates will have explored the dynamics of both the competitive and collaborative models of negotiation as well as some of the implications of team negotiations. Not only will they have gained new skills, they will also have experience using them in realistic situations. To ensure these new skills are maintained, the course includes a Personal Action Plan that will ensure the integration of new knowledge and skills in both personal and professional life.

## LEARN HOW TO

- ✓ Explore negotiation in the context of project management
- ✓ Look at the naturally occurring structure of a negotiation in order to develop an efficient and effective methodology for preparing and conducting a negotiation
- ✓ Gain insight into how to better manage yourself, your emotions, and your relationship with the other party in order to obtain sound agreements
- ✓ Identify your personality type with a focus on improving your negotiating strengths and minimising weaknesses
- ✓ Increase knowledge and skills for complex and difficult negotiation situations

## COURSE TOPICS

### Negotiation Fundamentals for Project Management

- Project management negotiation defined
- Negotiation and project management
- Strategies for negotiating with different types of stakeholders
- Negotiation and the project life cycle
- Negotiating the project constraints
- Negotiating scope

### Key Project Negotiation Concepts

- Negotiation: big picture
- Stages of negotiation
- Issues and backup plans
- Dynamic and static issues
- Competitive vs. collaborative negotiation
- Dynamic: positions vs. interests
- Competitive: soft, hard, analytical approaches and techniques
- Identifying ranges and the ZOPA
- Preparing to negotiate collaboratively

### Collaborative Negotiation: The Basic Elements

- Negotiating styles
- Collaborative negotiation skills
- Why collaborate in a project environment
- Steps to collaboration
- The collaborative negotiator
- Manage the relationship (positive climate, build trust, separate the people from the problem)
- Interests vs. positions
- Clarifying interests
- Developing options
- Review, summarise, and refine agreement
- Closing the negotiation and evaluating outcomes

### What If They Won't Collaborate?

- Difficult negotiators (four types and strategies for dealing with them)
- Emotional
- Argumentative
- Dug-in
- Stuck
- Using power
- Preparing to negotiate collaboratively

### Influencing Styles

- Personality styles and negotiation styles
- Myers Brigg type indicator (MBTI®)
- Administration
- Guidelines
- Benefits of MBTI® for negotiation
- The Four MBTI® scales
- Understanding the influencing style in a negotiation
- Two approaches to the environment
- Two ways people gather data
- Two ways people make decisions
- Energy attitude (extrovert vs. introvert)
- MBTI® and negotiation stage selection
- Examples of how type impacts other types
- Dynamic interaction of the mental functions (including the dynamic lens)
- Stress and the MBTI® (The Grip Experience)

### Negotiation Challenges and Complexities

- Complexity vs. difficulty (including project management examples)
- The role of power in negotiation
- Strategies for negotiating up
- Virtual negotiations (challenges and strategies)
- Cross-cultural negotiation variables
- Context
- Tips for negotiating across cultures
- Multiple-party vs. two-party negotiations
- Team negotiation complexities
- Open dialog

# BUSINESS PROCESS ANALYSIS, INNOVATION AND DESIGN

3 DAYS

## COURSE OVERVIEW

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In order to survive, organisations must become lean, flexible, innovative and customer-driven. To do this, most companies need to analyse and redesign core business processes. They must abandon old ideas about how organisations should be managed and rethink how to do things faster, better, cheaper — or whether to do them at all.

Business process analysis and design, also called business process innovation, can tremendously improve an organisation's productivity, profitability, responsiveness and customer satisfaction. In pace-setting organisations, fast, efficient processes have become a primary vehicle for competitive performance.

This practical techniques for designing critical processes in corporations, government agencies and nonprofit organisations and provides answers to fundamental questions about process innovation: what it is, what benefits it affords, and why it necessitates rethinking an organisation's use of information technology and management control mechanisms.

Attendees will leave the course prepared to begin business process analysis and redesign with realistic expectations and sound strategies that provide a foundation for success.

## LEARN HOW TO

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- ✓ Understand how business processes contribute to an organisation's competitive edge and, therefore, the importance of ensuring efficient, effective processes that focus on the customer
- ✓ Recognise the elements of process innovation and how to put them to use in your own organisation
- ✓ Use process management as a business strategy
- ✓ Recognise leadership characteristics necessary to effect a transformational process change
- ✓ Identify symptoms of broken processes in your organisation and identify your organisation's readiness for change Analyse the current AS-IS process
- ✓ Create a new TO-BE process with an action plan and risk analysis
- ✓ Identify "bad" assumptions blocking successful process change
- ✓ Use strategies for implementing, communicating, and overcoming resistance to process change in your organisation

## COURSE TOPICS

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- Defining Business Process Analysis, Innovation, and Design
- Business Process Innovation and Design Business Perspective
- Process Management as a Business Strategy
- Organisational Change Acceleration and Change Leadership
- Process Performance Analysis: The "As-Is" Map
- Process Innovation and Design: The "To-Be" Map
- Communicating the New Process
- Overcoming Resistance to Change

# UNLOCKING THE POWER OF EARNED VALUE MANAGEMENT

3 DAYS

## COURSE OVERVIEW

You've been hearing the term Earned Value Management (EVM) for some time, and you have been introduced to the plethora of calculations involved. Management has been pushing you to explain what's really going on in your projects, and to tell them how you know that what you're telling them is true. What you really need is a more objective way to evaluate and control your project and to provide management accurate summary information. In short, you need Unlocking the Power of Earned Value Management.

This course will take you beyond the calculations you've already learned. You'll review key project documents to gain an understanding of their relationship to effective project evaluation and control using EVM. You'll explore the challenges and approaches involved in establishing a baseline and obtaining accurate, timely, and useful information to measure project performance with EVM. You will benefit from relevant discussions with your peers and an experienced instructor.

Working through an integrated case study designed to simulate real-world issues, problems and decisions, you'll gain insight and experience in determining a realistic assessment of where your project actually stands. This approach allows you to practice new skills and ask questions as you assimilate a broad array of practical experience that can be immediately applied upon your return to the workplace.

Participants in this course will receive our Earned Value Formula Finder.

**Recommendation:** Please bring a calculator to class.

**Reminder:** Prior to taking this course, you should have a good understanding of standard project management control tools such as network diagrams and responsibility matrices. In addition, a basic background in applying and managing cost and schedule metrics is desirable.

## LEARN HOW TO

- ✓ Describe the challenges to effective control
- ✓ Determine if your project is in control
- ✓ Utilise the work breakdown structure (WBS) and organisational breakdown structure (OBS) with EVM
- ✓ Obtain valid numbers for use in EVM
- ✓ Create and update a performance measurement baseline
- ✓ Utilise generally recognised formulas for effective EVM
- ✓ Create a format to answer questions, before they are asked, in a professional and knowledgeable manner
- ✓ Discuss the challenges to implementing an earned value management system (EVMS) in your organisation
- ✓ Create a personal action plan to implement EVMS

## COURSE TOPICS

### Evaluation and Control in the Project Environment

- The what, why, and when of evaluation and control
- The control process
- Control tools
- Control account plan components
- Control chart

### Effective Earned Value Management

- Building blocks to project control
- Work breakdown structure
- Code of accounts
- Organisational breakdown structure
- OBS, WBS, and control accounts
- Progressive elaboration
- Chart of accounts
- Estimates
- Estimate analysis techniques
- Estimating recommendations

- Network diagramming
- Critical path method
- Performance measurement baseline
- Composition of a PMB
- Earned value management
- EVM terminology
- Control chart
- EVM evaluation tools
- EVM forecasting tools

### Data Collection, Change Management, and Baseline Maintenance

- Common data reporting issues
- Keys to success
- Change control (objectives, activities, and setting the baseline)
- Maintaining the baseline

### Earned Value in Action

- Earned value
- Interpretation of data

- Tips and tools
- Other methods to determine EAC
- Variance thresholds or tolerances
- Other useful EVM formulas
- Software implementation project status
- EVM rules (classic, 0/100 rule, other methods)
- EVM measurement methods and implementation considerations

### Earned Value Management Reporting

- Using EVM data
- Using the critical ratio (CR)
- Tracking progress
- Why do project reviews?
- What to report
- How to report your status

## FOR YOUR NOTES





For further information contact the relevant regional offices below

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