Project Management: Competencies and Structure - an Application of the *PMBOK Guide*

**Instructors:** Bradley Malone, PMP

**Locations Offered:**
- Orlando, FL
- Indianapolis, IN
- Washington, DC
- Chicago, IL

**Level:** Foundation

**Length:** 4 Days

**CEUs:** 2.8

**Seminar Description**

This intensive seminar provides the practical knowledge and hands-on exercises needed to start and complete a project successfully. Success as a Project Manager depends on understanding the competencies and structure of project management. Through discussion, facilitation and practical exercises, the nine areas of the *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* will be understood and a framework provided so that they can be integrated and applied during each phase of a project’s lifecycle. Learning will focus on how to integrate the *PMBOK® Guide* knowledge areas into effective processes with which to establish priorities and proactively manage projects - an important task for Project Managers. The curriculum focuses on the project lifecycle phases, the corresponding project management processes, and the ten knowledge areas (below).

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<tr>
<th>Phase / Process</th>
<th>Knowledge Area</th>
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<td>Initiating</td>
<td>Scope</td>
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<td>Planning</td>
<td>Cost</td>
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<td>Executing</td>
<td>Quality</td>
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<td>Controlling</td>
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<td>Closing</td>
<td>Communication</td>
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<td>Risk</td>
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<td>Procurement</td>
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<td>Integration</td>
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<td>Stakeholder Management</td>
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**Seminar Objectives**

Upon completion of this course, participants will be able to:

- Define project manager/project sponsor/functional manager/team member roles and responsibilities, and understand the impact of different organizational structures and reward/recognition strategies
- Document relationships that relate the statement of work (SOW), Work Breakdown Structure (WBS) and specifications to each other
- Identify activities, establish logical relationships, estimate durations and determine critical path activities to ensure efficient scheduling
- Gain techniques for estimating costs and assigning resources, and acquire methods for measuring earned value and performance
- Distinguish and apply quality planning, assurance and control methods
- Learn identification, qualitative and quantification methods, response development strategies and risk control techniques.
- Communications: Understand the various types of communications and methods for gathering and disseminating project information.
- Contracting strategies
- Foster effective communications and feedback among team members, customers, suppliers and managers.

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Seminar Agenda

DAY 1

- Understand the definitions of a project and Project Management
- Identify the key project elements, their interrelationship and prioritization
- Understand the distinction between projects and operations
- Understand the common behaviors associated with a resistance to change
- Understand and own the role of the Project Manager – along with the delineation of roles, responsibilities and authority of other project stakeholders - Project Sponsor, Functional Manager, Team Member, Customer, etc.
- Understand the overall flow and PM deliverables of a typical project lifecycle
- Establish norms and ground rules for effective team communication
- Understand how projects are initiated and the primary deliverables
- Distinguish between Project and Result-based Stakeholders
- Define the key aspects of a Project Charter
- Create assumptions, project element prioritization, constraints and exclusions

DAY 2

- Understand how to generate project requirements and determine the operational success criteria to be achieved by the project’s outcome
- Understand and identify the distinction between product scope and project scope
- Create a notional project Work Breakdown Structure
- Understand the importance of quality standards and have the ability to define performance, functional and form specifications
- Distinguish the critical interrelationship between the Statement of Work (Requirements), Work Breakdown Structure (WBS) and Specifications
- Understand the relationships between a the different roles responsible for: the Work Breakdown Structure, the documentation and training of the activities necessary to deliver the product or process deliverables, and the actual accomplishment of the activities
- Understand the importance of proper scheduling: estimating durations, establishing relationships and logic, and determining critical path activities
- Design a project schedule with activities, estimates for effort and durations, and interdependencies
- Understand the different types of costs and how projects are impacted by the type of cost structure used on the project
- Understand the different estimating methodologies and techniques for resource loading and budgeting
- Understand the ramifications which different resource allocation methods have on development and achievement of a schedule baseline

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DAY 3

- Distinguish between opportunities and risks and how different people have different perspectives and tolerances regarding each
- Understand risk identification and quantification methods, response development strategies, and risk control techniques
- Identify and quantify the project’s risks and develop resolution strategies
- Understand the process of determining risk mitigating activities and assigning contingency and management reserves to the project
- Calculate the critical path of a schedule and determine alternative strategies to meeting the preferred milestone date
- Understand the role which the procurement organization plays in the successful completion of a project – and the Project Manager’s responsibilities
- Understand the different methods of statusing a schedule and communicating variance
- Understand the use of risk and issue management and the use of contingency and management reserve
- Understand the distinction between quality assurance and quality control
- Perform a quality audit on their project and determine improvement opportunities

DAY 4

- Understand the importance of well managed meetings and learn a process to plan and execute effective meetings
- Understand different motivation strategies and their application and methods to motivate team performance through the application of rewards and recognition
- Understand the importance of ethical standards on a project team
- Learn how to create a high performing project team focused on customer satisfaction
- Understand the importance of and apply the constructive feedback process
- Identify the key elements of effective communication
- Understand the process for managing changes to the project’s scope, time, cost and quality baselines
- Determine the appropriate project metrics to identify, capture, measure and analyze
- Perform a quality control exercise and assess its value – reactive vs. prevention and planning
- Understand the types of contracts and the responsibilities of procurement
- Understand how to close a project and the importance of lessons learned
- Develop and individual and organization action plan to improve how projects are currently being managed

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