



FUNDAMENTALS OF PROJECT MANAGEMENT

This fully interactive and facilitated training workshop is divided into the three fundamental aspects of Project Management - **Organising, Planning and Controlling of Projects.**

This programme also includes the first course in the **Microsoft Office Project 2007** Official Curriculum series – Managing Projects and serves as a great introduction for those new to the MS Project application.

**SAQA Unit Standard ID 120385 - Apply a range of project management tools and techniques
NQF Level 4 • 7 Credits**

Complemented by the Project Management eLearning Series

SECTION 1: ORGANISING PROJECTS

This section will teach you all of the practical techniques needed to put the appropriate management and supervisory structure in place for projects of any size.

YOU WILL LEARN HOW TO:

- Tailor the management and supervisory framework to suit the needs of each project.
- Apply the principles of effective matrix management to any number of project initiatives.
- Recognize and address the conflicting demands placed on members of the project team.
- Schedule the involvement of team members throughout the project life-cycle.
- Build and motivate an effective and efficient project team for each project initiative.

TOPICS COVERED INCLUDE:

Managing work as projects • the project environment • project & matrix management • management responsibilities • types of project management structure • identifying sources of conflict • project commissioning & ownership • defining the project life-cycle • project initiation • managing the life-cycle • role of the project manager • role of the sub-project managers • role of the task leaders • motivating the project team • exercising control • creating an effective project office • project closure

INTRODUCTION

Each project initiative represents a temporary management structure, which should be able to respond rapidly to unforeseen circumstances. This section shows how the traditional organizational structure can be enhanced by managing work as projects.

THE PROJECT ENVIRONMENT

Project & Matrix Management - Details the types of management structure that are appropriate to projects of different sizes and describes why this should be tempered by real world requirements.

Sources of Conflict - Describes the problems and opportunities that appear when a traditional management structure is complemented by a temporary project management structure. It includes advice on how to identify sources of conflict and take action to pre-empt it or resolve it, should it arise.

MANAGEMENT RESPONSIBILITIES

Commissioning & Ownership - Explains the duties of the bodies responsible for commissioning, funding and monitoring the project.

Project Management Roles - Explains the role of the project manager, sub-project manager and task leaders, including: planning at the project and sub-project level, exercising control, and ensuring product delivery and effective people management.

MANAGING THE LIFE-CYCLE

Project Life-Cycles - Describes project life-cycles, which divide the project into a series of phases, the five phase life-cycle model and how this can be simplified for the purpose of applying formal organisational processes.

Managing the Life-Cycle - Introduces and explains the key components of the project initiation phase and how the project is monitored against the plans to ensure that it remains viable. It also describes the project closure processes, which ensure that the outcome is checked against the original objectives.

MOTIVATING THE TEAM

Motivating Team Members - Describes the common sources of anxiety among new team members and the importance of tackling these as early as possible by addressing staff concerns at the start of each project initiative.

Creating a Project Office - Describes why project oriented organisations may maintain a full-time dedicated project resource, the practical duties of the project office and its role in collecting, analysing and disseminating project information.

SECTION 2: PLANNING PROJECTS

This section will teach you all of the practical techniques needed to carry out the appropriate degree of planning for projects of any size. It also covers project planning diagrams and a comprehensive hierarchy of project plans.

YOU WILL LEARN HOW TO:

- Use the most appropriate set of support diagrams to optimize the planning process.
- Involve the relevant team members throughout the planning process.
- Carry out effective scheduling of all of the resources required by the project.
- Select a planning architecture that ideally suits the needs of each new project.
- Develop detailed plans incorporating PERT charts and critical path analysis.

TOPICS COVERED INCLUDE:

Project planning architectures • basic planning principles • introducing planning diagrams • efficient product based planning • work breakdown structures • product descriptions • product flow diagrams • scheduling project activities • drawing & analysing PERT charts (activity networks) • resource planning • resource aggregation • resource levelling & smoothing • resource optimisation • structuring project plans • selecting a suitable plans framework • project plans • sub-project plans • detailed plans • individual work plans • remedial plans • effective planning & control • understanding project tolerances • project reporting paths

INTRODUCTION

Introduces a standard series of diagrams and documents that are essential for effective project planning, together with a detailed but flexible planning architecture that can be adapted to suit the needs of projects of any size.

BASIC PLANNING PRINCIPLES

Identifying the Products - Introduces the main processes that comprise an effective approach to project planning, based upon the production of clearly identified and specified deliverables.

Introducing Planning Diagrams - Demonstrates the application of a series of planning diagrams and documentation to support efficient product based planning. These include: work breakdown structures, product descriptions and product flow diagrams.

SCHEDULING PROJECT ACTIVITIES

Drawing & Analysing PERT Charts - Describes how the PERT chart, or activity network, is developed. It shows how to identify the critical path and how any slack time can be used to introduce flexibility into the work plans.

Resource Planning - Describes the effective and efficient scheduling of the resources required. The techniques explained include: resource aggregation, levelling and smoothing which together ensure that the project makes optimum use of the resources available.

STRUCTURING PROJECT PLANS

Selecting a Suitable Plans Framework - Describes the selection of an appropriate planning framework to ensure effective planning and control. The different levels of plan available include: project plans, sub-project plans, detailed plans, individual work plans and remedial plans.

Understanding Tolerances – Explains how project tolerances define performance limits within which different areas of the project can retain autonomy.

SECTION 3: CONTROLLING PROJECTS

This section will teach you all of the practical techniques needed to design and implement the optimum control mechanisms for projects of any size.

YOU WILL LEARN HOW TO:

- Select and apply a practical and effective series of project controls to each project.
- Integrate appropriate quality assurance procedures into all phases of the project.
- Implement effective reporting and change control regimes for each project initiative.
- Schedule the involvement of project team members at each control point.
- Apply proven techniques, including variance and EVA to measure project progress against the plans.

TOPICS COVERED INCLUDE:

The project control framework • designing effective management controls • designing product controls • cost effective data collection & analysis • the over-reporting problem • costs planned and costs incurred • variance analysis • earned value analysis • cumulative cost curves • monitoring key performance parameters • assuring project quality • quality planning • quality control & reviews • objective quality criteria • project change control • standard change forms • configuration management • verification of real against reported progress

INTRODUCTION

Explains the importance of applying effective control mechanisms to ensure that project costs are controlled, and how to tailor the control framework to reflect the size and complexity of each project initiative.

PROJECT CONTROL FRAMEWORK

Designing Management Controls - Introduces a flexible management control framework that can be tailored to suit the needs of projects of any size, and describes the implementation of each review and report needed to ensure that the project maintains its business integrity.

Designing Product Controls - Describes a series of product controls designed to ensure the accurate and timely delivery of the deliverables required by the project.

DATA COLLECTION & ANALYSIS

Data Collection & Over-Reporting - Describes how to specify a cost effective data collection regime that reflects the size and scope of the project and explains why it is often difficult for a project team to admit that reported progress has been exaggerated, and how management can act to minimize this problem.

Variance & Earned Value Analysis - Describes techniques for calculating the difference between the costs detailed in the plans and the actual costs incurred by the project. This section also explains how EVA overcomes many of the intrinsic delays associated with variance analysis and illustrates the plotting of cumulative cost curves and the use of these curves to establish key project performance parameters.

ASSURING PROJECT QUALITY

Quality Planning – Describes the incorporation of the required quality activities into the PERT chart and the importance of using objective quality criteria.

Quality Control – Describes how the required qualities can be built into all of the products and how this can be exercised via the detailed planning of an appropriate quality control regime. Includes: change control procedures, quality reviews, project reviews and product testing.

PROJECT CHANGE CONTROL

Controlling Change - Describes the use of standard change control forms to raise all project concerns, to analyse and classify them and provides a proven method for controlling change.

Configuration Management - Explains how configuration management can be applied to the control of an evolving set of products and project documentation and its use in verifying that the actual progress is in line with that being reported.

Project Risk Management - Explains how uncertainty leads to risk and how these risks can be turned into opportunities.

SECTION 4: MS PROJECT 2007 (MANAGING PROJECTS)



This is the first course in the Microsoft Office Project 2007 Official Curriculum series and will serve as the entry point for other Microsoft Official Curriculum (MOC) courses covering Microsoft Office Project 2007 and the Microsoft EPM 2007 Solution.

This course is intended for both novice and experienced project managers and schedulers. These individuals would be involved in or responsible for scheduling, estimating, coordinating, controlling, budgeting, and staffing of projects and supporting other users of MS Office Project. A familiarity with key project management concepts and terminology is recommended as well as basic Windows navigation skills.

After completing this course, students will be able to:

- Get started with Microsoft Office Project 2007.
- Create and define projects.
- Work with estimates and dependencies
- Work with deadlines, constraints, and task calendars

- Work with resources.
- Predict behavior by using task types and the scheduling formula.
- Customize and format Microsoft Project views.
- Analyze resource utilization.
- Track progress.
- Create project reports which analyze project, resource, and task data.
- Manage multiple projects.

Module 1: Getting Started with Microsoft Office Project 2007

This module provides an overview of Microsoft Office Project 2007 and project management concepts. It explains how to use the desktop interface and how to work with various file types. It also illustrates how to receive help and advice while working with Office Project 2007.

After completing this module, students will be able to:

- Describe the nature of projects.
- Demonstrate familiarity with Office Project 2007.
- Identify the different Office Project 2007 file types.
- Navigate the Office Project 2007 interface.
- Get help and guidance from within Office Project 2007.
- Understand configuration options.

Module 2: Creating and Defining Projects

This module explains how to create new projects, how to define appropriate options, and how to enter, organize, and outline the task list. It also explores ways to import data from other sources and provides guidance on configuring the corporate calendar.

After completing this module, students will be able to:

- Create and save projects.
- Define file properties and options.
- Create and organize the task list.
- Import data.
- Modify and apply calendars.
- Set schedule options.

Module 3: Working with Estimates and Dependencies

This module explains the techniques for estimating tasks and how to generate a dynamic schedule by creating dependencies between tasks. Various linking and unlinking techniques will be explored in multiple views and link types will be modified to reflect real-world scenarios.

After completing this module, students will be able to:

- Enter task estimates.
- Use a PERT (Program Evaluation and Review Technique) analysis to estimate task durations.
- Link and unlink tasks by using the Gantt Chart view.
- Link and unlink tasks by using the Network Diagram view.
- Add Lag or Lead-time to a linked task.

Module 4: Working with Deadlines, Constraints, and Task Calendars

This module explains how to incorporate restrictions in a schedule through the use of deadlines and constraints. Displaying, reading, and analyzing the critical path will be discussed, along with how to use task drivers in the analysis. Task calendars will be presented as a technique to get a schedule back in line with a deadline or constraint.

After completing this module, students will be able to:

- Introduce deadlines, constraints, and task calendars.
- Create and modify deadlines.
- Create and modify constraints.
- Create and modify task calendars.
- Identify critical tasks.
- Work with Task Drivers.

Module 5: Working With Resources

This module explains the various types of resources that are needed on a schedule, how to enter the resource list, and how to assign resources to tasks. Changes to the project team will be implemented by modifying resource assignments. Various types of costs will also be covered including resource costs, task costs, and project budgets.

After completing this module, students will be able to:

- Describe resources, assignments, and budgeting.
- Add resources to the Resource Sheet view.
- Create and modify resource assignments.
- Understand the fundamentals of project budgets.

Module 6: Predicting Behavior by Using Task Types and the Scheduling Formula

This module explains the scheduling formula and how the variables duration, work, and units interact. It also illustrates how recalculations occur when variables are changed. This module explains recommended procedures on changing task types and changing variables for various situations.

After completing this module, students will be able to:

- Use Task Types and the scheduling formula for effective calculations.
- Change variables and predict behavior.
- Apply task types to produce predictable behavior.
- Describe special situations within effort-driven scheduling.

Module 7: Customizing and Formatting

This module explains how to format text, bars, and other screen elements. Custom objects will be created including templates, calendars, fields, tables, filters, groups, and views. This module also illustrates use of the Organizer to transfer custom objects to other files.

After completing this module, students will be able to:

- Format screen elements.
- Create and modify templates.
- Create and modify fields, tables, and formulas.
- Create and modify filters and groups.
- Create and modify custom views.

Module 8: Analyzing Resource Utilization

This module explains techniques for manipulating views to display resource allocation and how to identify causes of resource overallocation. Various options for managing limited resources will be explored. In addition, several techniques for solving overallocated resources will be explained, including the leveling feature.

After completing this module, students will be able to:

- Describe resource utilization concepts.
- View resource assignments, allocation, and utilization.
- Manage resource availability.
- Optimize and level resource assignments.

Module 9: Tracking Progress

This module explains how to manage updates to a schedule by saving baselines and tracking duration, work, and cost updates. Comparison between expected and actual results will be illustrated with various views that display variance. In addition, this module provides guidelines on how to troubleshoot a schedule and how to get a troubled schedule back on track.

After completing this module, students will be able to:

- Work with baselines.
- Enter duration updates.
- Enter work updates.
- Enter cost updates.
- Discover variances.
- Trouble shoot schedules and get back on track.

Module 10: Creating Reports

This module explains how to configure views for printing and how to generate standard and Visual reports. Customizations to printouts and modifications to existing reports will also be covered. This module will explain how to export data and explore techniques for solving printing issues.

After completing this module, students will be able to:

- Select, edit, and create standard reports.
- Configure print and page setup options.
- Set options to correct printing issues.
- Export project data.
- Create and modify visual reports.

Module 11: Managing Multiple Projects

This module explains how to create and manage multiple projects. It will cover links and the critical path across multiple projects. It also discusses how to create and use a shared resource pool and how to view resource allocation across multiple projects.

After completing this module, students will be able to:

- Introduce management of multiple projects.
- Create master projects.
- Create links between projects.
- Calculate single or multiple critical paths.

- Save and open multiple projects.
- Share resources and analyze resource utilization across multiple projects.

SECTION 5: PROJECT MANAGEMENT ELEARNING SERIES

This eLearning training series is conducted via the internet and will be made accessible to participating delegates to complete at their own pace and in their own time.

This series provides a detailed examination of project management concepts and strategies. It discusses the seven components of a management system and the five phases of the project life cycle, and looks at factors that affect cost and quality. The project manager's role is explored in detail, and strategies for defining the project are examined. Tasks such as developing the Work Breakdown Structure, estimating and scheduling resources, scheduling computations, and tracking project activities are discussed. The close-out phase of a project is also covered. Other topics include formalizing project management standards, developing a project team, and strategies for becoming a more effective project manager.

MODULES:

- Project Management Overview
- Understanding the Project Manager's Role
- Defining the Problem
- Determining the Strategy
- Developing the Work Breakdown Structure
- Estimating and Scheduling Resources
- Understanding Scheduling Computations
- Tracking Project Activities
- Closing Out the Project
- Formalizing Project Management Standards
- Developing Project Teams
- Ensuring Your Own Effectiveness

FEATURES:

- Exercises allow learners to practice in the actual application being studied.
- A file containing the text of the exercises.
- A glossary provides a reference for definitions of unfamiliar terms.
- A skill assessment generates a customized learning path based on the results of a pre-test.



Project Management Institute (PMI®)

The Project Management eLearning series detailed above teaches the key elements of successfully managing a project and meets the PMI education requirements for PMP and CAPM candidates, and for PMP certified professionals.

Participants will be awarded a Certificate of Attendance on completion of the workshop sessions. No exams are to be written although participants will be required to submit a project assignment. A Certificate of Competence will be issued to successful participants in line with the relevant Unit Standard stating the awarded credits and NQF Level as approved by the South African Qualifications Authority (SAQA).

Complemented by various case studies, group and individual work, this course is an absolute must for anyone wishing to begin their project management knowledge and skills, and make a success of their professional development in this career.

Costs Include:

- Workshop Facilitation
- Study Material & Handouts
- Lunch & Refreshments
- Attendance Certification issued by The Business School of South Africa
- Competence Certification as per the South African Qualification Authority (SAQA) Unit Standard 120385–Apply a range of project management tools & techniques.



This course may also be presented to companies on an in-house basis for groups of 8 or more. Contact us for a detailed proposal tailored to your requirements. The Business School of South Africa is a registered training institution with the Services SETA – Decision Nr. 1956.

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REGISTRATION APPLICATION FORM

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Credit Card		Cheque		Direct Deposit/EFT		Loan Application							
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Type (e.g. Visa):							CVC No.:						
I hereby authorise my credit card to be debited for the full amount due in respect of payment for the selected course. I understand that a cancellation fee of 50% applies should I cancel 7 days before course commencement and a 100% no-show fee is applicable should I not attend.													
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