



PROJECT MANAGEMENT eLearning Series

TECHNICAL REQUIREMENTS:

P500+ Processor, 128MB of RAM; Windows 2000, 2003, XP, Minimum screen resolution 800x600, Internet Explorer 5.5 or higher; Windows Media Player 9.0 or higher; Flash 8.0 or higher; 56K minimum connection; broadband (256 kbps or higher) connection recommended; Javascript, DHTML and cookies enabled; Sound card with speakers or headphones strongly recommended.

PROJECT MANAGEMENT ELEARNING SERIES

This section is an additional module of the 2-day facilitated workshop on Project Management Fundamentals and acts as a refresher that in itself makes up 2 of the minimum credits of the SAQA Unit Standard.

This eLearning training series is conducted via the internet after workshop attendance and will be made accessible to participating delegates to complete at their own pace and in their own time. Participants will have 30 days in which to complete the series via online learning and another 30 days thereafter in which to submit their Portfolio's of Evidence for assessment towards Competence Certification against the SAQA Unit Standard.

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:

1. [PROJECT MANAGEMENT OVERVIEW \(2 Hours\)](#)
2. [UNDERSTANDING THE PROJECT MANAGER'S ROLE \(2 Hours\)](#)
3. [DEFINING THE PROBLEM \(1 Hour\)](#)
4. [DETERMINING THE STRATEGY \(2 Hours\)](#)
5. [DEVELOPING THE WORK BREAKDOWN STRUCTURE \(2 Hours\)](#)
6. [ESTIMATING AND SCHEDULING RESOURCES \(2 Hours\)](#)
7. [UNDERSTANDING SCHEDULING COMPUTATIONS \(3 Hours\)](#)
8. [TRACKING PROJECT ACTIVITIES \(1 Hour\)](#)
9. [CLOSING OUT THE PROJECT \(1 Hour\)](#)
10. [FORMALIZING PROJECT MANAGEMENT STANDARDS \(2 Hours\)](#)
11. [DEVELOPING PROJECT TEAMS \(2 Hours\)](#)
12. [ENSURING YOUR OWN EFFECTIVENESS \(2 Hours\)](#)

PROJECT MANAGEMENT OVERVIEW (2 Hours)

This section provides an overview on the nature of projects as well as project management.

OBJECTIVES:

- Define the terms project and project management
- Explain the seven components of a management system
- List and describe the five phases of the project life cycle
- Describe how the time devoted to a project affects its cost
- Explain what causes rework on projects
- Describe the factors that contribute to the cost of quality
- Explain how to tailor project management to small projects
- Describe ways to gain your organization's support of project management

TOPICS:

- Definition of project and project management

- The project management system
- The project life cycle
- Project constraints
- The costs of quality
- Managing small projects
- Gaining organizational support

UNDERSTANDING THE PROJECT MANAGER'S ROLE (2 Hours)

This section explains the role of the project manager and the traits and abilities he or she must have to be effective.

OBJECTIVES:

- Describe five key traits that a project manager should have
- List the duties and responsibilities of a project manager
- Explain why a project manager should have good people skills
- Explain the importance of leadership
- List the guidelines for running effective meetings
- Explain why a project manager should not assume multiple roles

TOPICS:

- Traits of a project manager
- Responsibilities and duties
- The need for good people skills
- The importance of leadership
- Effective meeting guidelines
- Problems in assuming multiple roles

DEFINING THE PROBLEM (1 Hour)

This section describes the importance of specifically narrowing down the problem statement. In addition, it explains the detrimental impact that bypassing this step has. It also distinguishes between different types of problems and possible methods for identifying them. Finally, it describes the Project Charter and how to create it.

OBJECTIVES:

- Explain reasons why projects fail
- Explain the importance of having stakeholders participate in defining the problem
- Explain the elements of the Definition Phase
- Describe closed-ended problems and explain the approach to solving them
- Describe open-ended problems and explain the approach to solving them
- Define what a project charter is and explain why it is important

TOPICS:

- The Importance of the Definition Phase
- Stakeholders
- Aspects of the Definition Phase
- Solving Closed-Ended Problems
- Defining Open-Ended Problems
- The Project Charter

DETERMINING THE STRATEGY (2 Hours)

This section defines strategy, describes methods to generate and rank a strategies list, and explains the importance of risk and contingency planning.

OBJECTIVES:

- Define project strategy and explain its importance
- List the steps in determining a project's strategy
- Explain the approach for developing a list of strategies

- Describe the approach for ranking a list of strategies
- Define risk as it relates to project management
- Explain three ways to manage risk
- Explain how to handle resistance from people when developing the project strategy

TOPICS:

- Definition of Strategy
- Steps to Determine Strategy
- Develop the Strategies List
- Rank the Strategies List
- Identify Risk
- Contingency Planning
- People Problems

DEVELOPING THE WORK BREAKDOWN STRUCTURE (2 Hours)

This section describes how to create and organize project tasks by developing the work breakdown structure and a network diagram.

OBJECTIVES:

- Define the work breakdown structure and explain its purpose during the implementation phase
- List the components of the work breakdown structure
- List the steps for developing the work breakdown structure
- List the guidelines to follow when developing the work breakdown structure
- Define the network diagram and explain its purpose during the implementation phases
- List the steps in developing a network diagram
- Explain the AOA and AON methods for network diagramming

TOPICS:

- WBS basics
- Identifying tasks
- WBS procedures
- WBS guidelines
- Network diagram basics
- Network diagram procedures

ESTIMATING AND SCHEDULING RESOURCES (2 Hours)

This section explains estimating and scheduling concepts, provides guidelines for estimating and scheduling, and describes the advantage of project management tools such as Microsoft Project.

OBJECTIVES:

- Define estimating
- List the questions you need to answer to begin estimating a project
- Explain the importance of historical data
- List the factors to consider when estimating cost
- List the factors to consider when estimating resources
- Explain the advantages of scheduling methods such as PERT and CPM
- Explain how to take advantage of project management software

TOPICS:

- Basics of Scheduling
- The Definition of Estimating
- Assumptions When Estimating
- Estimating Methods
- Resource Estimates
- Basics of Budgeting
- Approval of Work Plan
- Project Management Software

UNDERSTANDING SCHEDULING COMPUTATIONS (3 Hours)

This section explains how to perform forward and backward computations to determine the critical path in a project network diagram and shows how an activity-on-node network diagram can be changed to make an activity-on-arrow diagram and a bar chart.

OBJECTIVES:

- List the variables that affect the project schedule as well as the rules for computing project time
- Define forward pass computations
- Define backward pass computations
- Explain the relationship of float to critical path
- Explain how network calculations are performed
- Describe constrained end date scheduling
- Explain how to reduce activity durations
- Describe the use of bar charts in project scheduling
- Demonstrate how to determine the critical path of project

TOPICS:

- Basics of scheduling computations
- Forward pass computations
- Backward pass computations
- Activity maximum float
- Network calculations
- Constrained end date scheduling
- Reducing activity durations
- Use of the bar chart

TRACKING PROJECT ACTIVITIES (1 Hour)

This section describes the control phase of a project and provides guidelines on how to effectively control a project.

OBJECTIVES:

- List for variables that must be controlled and monitored for a project
- List two guidelines for controlling a project
- Define the BWCP graph analysis technique for tracking projects
- Demonstrate ability to use graphs for tracking projects
- List the advantages of spreadsheet analysis
- List the disadvantages of reporting schedule only
- List three kinds of project reviews
- Describe what to do when a project is off track

TOPICS:

- Basics of Control
- Guidelines for Controlling a Project
- Approaches to Monitoring
- Graph Analysis
- Spreadsheet Analysis
- Status Reporting
- Review Meetings
- Accommodating Changes Deviations

CLOSING OUT THE PROJECT (1 Hour)

This section explains the close-out phase of a project and describes the activities that must be performed during this phase.

OBJECTIVES:

- Explain ways that a project can end

- List the tasks for closing out a project
- Explain why it is important to verify and approve project deliverables
- Explain how to handle resources at the end of a project
- List what you need to consider when delivering a finished product
- List the components of the project final report

TOPICS:

- How Projects End
- Closing a Project
- Verification and Approval of Results
- Reallocation of Resources
- Delivery of Results
- Final Report

FORMALIZING PROJECT MANAGEMENT STANDARDS (2 Hours)

This section provides an overview on the nature of projects as well as project management.

OBJECTIVES:

- Define the importance of having a project management methodology and list what a methodology should contain
- List the types of roles and responsibilities that should be specified in a formalized project management standard
- List the stakeholders who must approve each item in the project cycle
- List six pieces of information that a Process Review Report should contain
- Explain why developing a project methodology is important for ISO certification

TOPICS:

- Developing a project methodology
- Roles and responsibilities
- Deliverables and approvals
- Process review
- ISO requirements

DEVELOPING PROJECT TEAMS (2 Hours)

This section describes project team dynamics and provides guidelines on how to effectively build a project team.

OBJECTIVES:

- Define a team
- List ways project teams differ from other types of teams
- Explain the importance of building teams
- List three ways to foster communication on a team
- List and explain four focuses for dealing with issues
- List the team member roles and responsibilities
- Explain the two components that affect every team decision
- List the five levels of psychologist Abraham Maslow's hierarchy of human needs and explain why this theory is important for good team building
- Explain different styles of thinking that people may demonstrate on a team

TOPICS:

- Definition of Team
- How Project Teams Are Different
- Team Building
- Communication
- Issues in Team Building
- Team Member Roles and Responsibilities
- Teams and Decision Making

- An Individual's Needs
- Differences in Thinking Styles

ENSURING YOUR OWN EFFECTIVENESS (2 Hours)

This section gives tips on how to be a more effective project manager.

OBJECTIVES:

- Develop a list of personal values and rank them by priority
- Distinguish between effectiveness and efficiency and explain why each is important
- Use a prioritized list of values to define life goals
- Understand how the 80/20 Principle applies to personal effectiveness
- List guidelines for speaking and writing effectively
- List the requirements for project management certification

TOPICS:

- The values approach
- Life planning
- Time management guidelines
- Speaking and writing skills
- Certification

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.

<p>Project Management Institute (PMI®)</p> <p>The Project Management Institute (PMI®) administers a globally accepted professional certification program. The Project Management 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. Full certification requirements may be found at http://www.pmi.org.</p> <p>The Business School of South Africa also offers a Project Management Professional PMP series that maps to the PMP Certification objectives and is designed to help a Project Manager prepare for the PMP exam. Contact us for further information.</p>	

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086 123 BSSA (2772)