Project Management: The Basics

Hands-on course of 3 days - 21h
Ref.: PNI - Price 2024: €1 790 (excl. taxes)

EDUCATIONAL OBJECTIVES
At the end of the training, the trainee will be able to:

Identifying the main goals of a business project and the roles involved

Evaluating workloads and organizing a project's schedule

Building and monitoring a project's budget dashboard

Monitoring and managing a project's risks

Managing indicators for a subcontracting decision

Managing and communicating within the project

TEACHING METHODS

Active and participatory instructional methods. Alternating theory and practice, and how it applies to the participants' context and experience

Practical case study applied to the different phases of a project.

THE PROGRAMME

last updated: 01/2018

1) Introduction to project management
- Defining what a project is and what project management is
- Understanding the issues in project management
- Grasping basic concepts: Components, types, project stakeholders.
- Life cycle, project and product of the project.
- Awareness of legal restrictions and standards.

2) Defining a project's content
- Preparing demand management: Feasibility, project framework, specifications.
- Defining deliverables: Final product or service, transitional result.
- Determining the project's scope. Organizing the hierarchical breakdown.
- Creating the project management plan. Considering possible alternatives.
- Establishing project documentation management rules.
Hands-on work : Identifying different types of projects.

3) Time, cost, and profitability management
- Estimating durations and workloads to assess human challenges: Analytical method, expert judgment.
- Sequencing activities using a PERT network or Gantt chart: Free margin, total margin, critical path.
- Using compression techniques for resource leveling and planning.
- Estimating project costs: Analogous estimation, parametric estimation, bottom-up estimation, three-point estimation, reserve analysis.
- Creating the budget: Aggregating costs, expert judgment, integrating historical data and budget constraints.
- Evaluating return on investment and managing costs: Profitability threshold, break-even point, budget monitoring.
Hands-on work : Designing a project schedule. Creating the budget of the project's first batch. Calculating ROI.

4) Risk management

- Risk management planning: FMECA methodology.
- Identifying risks: Information-collecting technique, checklist analysis, assumptions, SWOT.
- Qualitative analysis: Description and categorization of risks, probability assessment and risk impact.
- Quantitative analysis: Evaluation and matrix of a risk's probability and impact, criticality, risk modeling.
- Risk response planning: Strategies for negative risks, positive risks, conditional response.
- Searching for the causes of risks: Ishikawa diagram (5M), Five Whys method.
- Monitoring and reducing risks: Risk auditing, gap and trend analysis, performance measurement.

Hands-on work : Identifying potential risks and the response to risks.

5) Entering into a contract

- Planning contracts: Decision tree to choose between production and purchasing.
- Launching a request for proposals: Functional or non-functional specifications, requirements, response framework.
- Selecting subcontractors: Assessment criteria and grading proposals.
- Administering and executing the contract: Negotiating the specifications and proposal, approving the contract.
- Managing the integration of a service provider into the management plan and project monitoring.

Hands-on work : Decision tree for "buy or do".

6) Oversight and communication

- Planning human resources: Analysis of environmental factors and organizational assets.
- Training, developing, leading the project team: The five steps of creating a team, recognition, rewards.
- Tracking the team's activity and assessing it. Evaluating performance.
- Individual monitoring and project monitoring: Progress report, dashboards, evaluation meetings.
- Planning communication: Analysis of needs, using technology, communication methods and models.
- Distributing information and reporting: Required frequency, available technology, project duration, etc.
- Managing, negotiating, and handling conflicts: Disagreements, tensions, obstruction, conflicts whether open or not.

Hands-on work : Creating the project responsibility matrix. Building the project progress dashboard.

7) Quality management and knowledge management

- Knowing the definition of quality and the standards. Project acceptability criteria.
- Planning quality: Analyzing the cost-benefit ratio, special quality management methods.
- Implementing quality assurance and control: Quality audits and analyzing the process.
- Project report, successes and failures, institutional and project memory.

Hands-on work : Identifying the project's quality metrics.

DATES

REMOTE CLASS
2025 : 22 Jan, 07 Apr, 07 Jul, 15 Oct