

# Project Management according to PMBOK® Guide



## Purpose of the training

The training is addressed to not very and medium-advanced participants acting as; project managers, project manager assistants, project team members, as well as other people interested in project management issues.



## Benefits of completing the training

Teaches project management in accordance with the "ProjectManagement Body of Knowledge Guide". It can also be the first step to obtaining PMP® certification. It is conducted with activating methods (a series of practical exercises based on the actual case). The exercise cycle is supported by the lecture of the PMBOK® Guide standard.

Note: it is not a lecture on the theory of PMBOK®Guide, but a practical management learning based on the selection of techniques contained in the PMBOK® Guide.



## Expected Listener Preparation

Basic knowledge on the implementation and management of projects is required. Participation in the project and your own design experience will be an important help.

Contact hours / PDU

Participants receive 18 contact hours

(Contact hours are units required to obtain Project Management Professional (PMP)® certificates.)



## Training Language

- Training: English
- Materials: English



## Duration

3 days / 21 hours

## Training agenda

1. Introduction to project management acc. to PMBOK® Guide
  - PMI and PMBOK® Guide
  - What is a project and what makes it special?
  - Why project management?
  - Variables (constraints) of the project – time, cost, quality, risk, resources
  - Project success from different perspectives
  - Business value and benefits of the project
2. Value delivery system
  - Project as element of value delivery system
  - Program and portfolio
  - Project management office (PMO)- main functions and benefits
  - Project environment – internal and external
3. Principles of project management acc. to PMBOK® Guide
4. Stakeholders
  - Who are project stakeholders?
  - Stakeholder engagement management
  - Stakeholder identification and analysis
  - Power interest grid
  - Stakeholder engagement good practices
  - Model ADKAR®
  - 8 steps of change management acc. to Kotter
5. Team
  - Project team and project management team
  - Project manager
  - Project manager competencies
  - Effective project sponsor

- Collaborating between project manager and sponsor – good practices
  - Basic team management tools – RACI matrix, team charter
  - Creation and development of project team
  - Motivation and collaboration in the team – Maslow pyramid, Herzberg theory, XYZ model, internal motivation arc. to Pink
  - Team conflicts and solutions to them
6. Tailoring the project and approach method selection
- Tailoring – what is, why to do it and how?
  - Tailoring process
  - Delivery approaches – predictive, hybrid and adaptive – when to use which?
  - How to select and tailor right approach to project management?
  - Project initiation
  - Project charter
  - Initiation artifacts – vision declaration, business model canvas, roadmap
  - Effective kick-off meeting
  - Initialization vs planning – goals and differences
7. Project planning
- Roller wave planning as key planning technique in projects
  - Project management plan and its role
  - Acquiring, definition and prioritisation of requirements (MoSCoW technique)
  - Scope definition and creation of work breakdown structure (WBS) – good practices
  - Task duration estimation methods
  - Creation of network diagrams
  - Critical path method
  - Schedule creation – good practices
  - Resources balancing
  - Schedule optimization (crashing, fast-tracking)
  - Estimation errors, buffer allocation reasons
  - Project cost estimation
  - Base plan and project budget – good practices
  - Budget reserves – how to estimate and how to manage
  - Communication planning
  - Communication model – duties of sender and receiver, communication noise
  - Communication errors
8. Project works
- Work delegation – good practices of effective delegation?
  - Project meeting – good practices
  - Change and issue management – integrated change control
  - Scope creep – symptoms, reasons, avoidance methods
  - Project knowledge management

## 9. Delivery

- Quality acc. To PMI
- Quality planning
- Quality cost
- Cause and effect diagram

## 10. Measures

- What to monitor and control?
- Project progress reports – good practice
- Earned Value method –
- Usage of EVM method to monitor progress of the project

## 11. uncertainty

- Risk and risk management – definition and concept
- Determination of risk management approach in project
- Risk categories, creation of risk breakdown structure
- Risk identification – good practices
- Risk qualitative analysis – estimation of probability and impact
- Risk quantitative analysis. EV method
- Risk response planning and introducing actions. Strategy categories for opportunities and threats
- Risk monitoring, risk register updating
- Risk management – common mistakes

## 12. Project closing

- Final product acceptance
- Project summary – good practices of project review
- Project final report
- Lessons learned session and retrospective.