

Project Management according to PMBOK® Guide



Training recipients

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

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.



Training program

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.



Expected preparation of the participant

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.)



Duration

3 days / 21 hours

Language

- Training: English
- Materials: English