



Agenda

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Project Management: Competencies and Structure—An Application of the *PMBOK® Guide*

Instructor(s): Bradley Malone, PMP
Prework: None

Length: 4 days
CEUs: 2.8/see below for PDU breakdown

Level: Core

Training Topic: Project Management/Process Integration

Subtopics: Program Management, PMBOK Guide Knowledge Areas

Training Description:

Are you a newly assigned project manager or a project manager who has never attended formal training? If so, this training is for you! Get the practical and insightful knowledge, tools, and collaborative techniques you need to initiate, plan, execute, monitor, control, and close a project successfully—purposefully achieving the documented benefits.

Your abilities as a project manager depend on understanding and applying the competencies and structure of project management—especially the interrelationships between scope, time, cost, quality, and risk—and are critical to managing the needs and expectations of key stakeholders throughout the project's life cycle. Through discussion, facilitation, group interactions, and practical exercises, you will understand how to integrate and apply *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* processes to structure and communicate your project(s) in a meaningful manner to influence decision-makers in a proactive versus reactive manner.

In this training, you will understand the importance of and how to create and use the primary project documents: project charter, scope statement, work breakdown structure (WBS), quality standards, activity listing, critical path network schedule, risk register, project reviews, and lessons learned.

Learning Objectives:

Upon completion of this training, learners will be able to:

- Define project manager/project sponsor/functional manager/team member roles and responsibilities, and understand the impact of different organizational structures and reward/recognition strategies.
- Document relationships that relate the statement of work (SOW), WBS, and specifications to each other.
- Identify activities, establish logical relationships, estimate durations, and determine critical path activities to ensure efficient scheduling.
- Gain techniques for estimating costs and assigning resources, and acquire methods for measuring earned value (EV) and performance.
- Distinguish and apply quality planning, assurance, and control methods.
- Learn identification, qualitative and quantitative methods, response development strategies, and risk control techniques.
- Communications: Understand the various types of communications and methods for gathering and disseminating project information.
- Learn effective contracting strategies.
- Foster effective communications and feedback among team members, customers, suppliers, and managers.

AGENDA - DAY 1

- Understand the Definitions of a Project and Project Management
- Identify the Key Project Elements, Their Interrelationship, and Prioritization
- Understand the Distinction Between Projects and Operations
- Understand the Common Behaviors Associated With Resistance to Change
- Understand and Own the Role of Project Manager—Along With the Delineation of Roles, Responsibilities, and Authority of Other Project Stakeholders (project sponsor, functional manager, team member, customer, etc.)
- Understand the Overall Flow and Project Management Deliverables of a Typical Project Life Cycle
- Establish Norms and Ground Rules for Effective Team Communication
- Understand How Projects Are Initiated and the Primary Deliverables
- Distinguish Between Project and Result-Based Stakeholders
- Define the Key Aspects of a Project Charter
- Create Assumptions, Project Element Prioritization, Constraints, and Exclusions

AGENDA - DAY 2

- Understand How to Generate Project Requirements and Determine the Operational Success Criteria to Be Achieved by the Project's Outcome
- Understand and Identify the Distinction Between Product Scope and Project Scope
- Create a Notional Project WBS
- Understand the Importance of Quality Standards and Have the Ability to Define Performance, Functional, and Form Specifications
- Distinguish the Critical Interrelationship Between the SOW (Requirements), WBS, and Specifications
- Understand the Relationships Between the Different Roles Responsible for: the WBS, the Documentation and Training of the Activities Necessary to Deliver the Product or Process Deliverables, and the Actual Accomplishment of Activities
- Understand the Importance of Proper Scheduling: Estimating Durations, Establishing relationships and Logic, and Determining Critical Path Activities
- Design a Project Schedule With Activities, Estimates for Effort and Durations, and Interdependencies
- Understand the Different Types of Costs and How Projects Are Impacted by the Type of Cost Structure Used on the Project
- Understand the Different Estimating Methodologies and Techniques for Resource Loading and Budgeting
- Understand the Ramifications That Different Resource Allocation Methods Have on Development and Achievement of a Schedule Baseline

AGENDA - DAY 3


- Distinguish Between Opportunities and Risks and How Different People Have Different Perspectives and Tolerances Regarding Each
- Understand Risk Identification and Quantification Methods, Response Development Strategies, and Risk Control Techniques
- Identify and Quantify the Project's Risks and Develop Resolution Strategies
- Understand the Process of Determining Risk-Mitigating Activities and Assigning Contingency and Management Reserves to the Project
- Calculate the Critical Path of a Schedule and Determine Alternative Strategies to Meeting the Preferred Milestone Date
- Understand the Role That the Procurement Organization Plays in the Successful Completion of a Project—and the Project Manager's Responsibilities
- Understand the Different Methods of Statusing a Schedule and Communicating Variance
- Understand the Use of Risk and Issue Management and the Use of Contingency and Management Reserve
- Understand the Distinction Between Quality Assurance and Quality Control
- Perform a Quality Audit on a Project and Determine Improvement Opportunities

AGENDA - DAY 4

- Understand the Importance of Well-Managed Meetings and Learn a Process to Plan and Execute Effective Meetings
- Understand Different Motivation Strategies and Their Application and Methods to Motivate Team Performance Through the Application of Rewards and Recognition
- Understand the Importance of Ethical Standards on a Project Team
- Learn How to Create a High-Performing Project Team Focused on Customer Satisfaction
- Understand the Importance of and Apply the Constructive Feedback Process
- Identify the Key Elements of Effective Communication
- Understand the Process for Managing Changes to the Project’s Scope, Time, Cost, and Quality Baselines
- Determine the Appropriate Project Metrics to Identify, Capture, Measure, and Analyze
- Perform a Quality Control Exercise and Assess Its Value—Reactive Versus Prevention and Planning
- Understand the Types of Contracts and the Responsibilities of Procurement
- Understand How to Close a Project and the Importance of Lessons Learned
- Develop an Individual and Organization Action Plan to Improve How Projects Are Currently Being Managed

Professional development units (PDUs) are 1-hour blocks of time spent learning, teaching others, or volunteering. By attending this training, you will be able to achieve the following PDUs as learning hours to apply for PMI certification or to maintain your certification status with PMI. [View](#) how your PDUs align with the PMI Talent Triangle®.

	Technical	Leadership	Strategic	Total
CAPM® / PMP® / PgMP®	20	8	0	28.00
PMI-ACP® / Agile*	0	8	0	8.00
PMI-SP®	4	8	0	12.00
PMI-RMP®	4	8	0	12.00
PfMP®	0	8	0	8.00
PMI-PBA®	4	8	0	12.00



**Please note that the asterisked row above applies to the PMI® Agile Certification Journey and includes DASM™, DASSM™, DAC™, and DAVSC™ certifications.*