
COURSE OUTLINE

"Project Management -- The Project Planning and Program Control Process – Part 2"

This course builds on the fundamental principles taught in Project Planning & Program Control Processes Part 1. It includes new and innovative principles of project planning and program control, taught using practical application problems. This course is available in a convenient self-study CD-ROM format. It covers essential areas of resource planning, schedule reconciliation and how to status and then manage a project through program control methodology.

Part 2

10. Resource Planning

Description: What are resources; the Total Resource Management Problem; The resource acquisition cycle and its impact; the project level management problem and the Resource Modeling process: resource pools and their effective availability, defining resource requirements for each activity, establishing activity schedule, aggregate resource requirements, availability versus cumulative requirement analysis, problem identification and quantification; problem resolution strategies; the role of the computer in resource planning, along with its myths and misconceptions; the budget excuse and why it is invalid; an integrated resource system; other pertinent factors.

11. Establish Project Baselines

Description: Definition; The three baselines: technical, schedule, and cost; the 'Schedule Reconciliation' process; effective schedule and budget options (pros and cons of each); the 'Principals of Path Dynamics'; understanding the consequences of any action; modeling tools; determine the baselines; establish the baselines; manage the baselines (Change management).

12. Performance Measurements and Management

Description: Workscope Change Management; technical, cost, and schedule performance measurement: actual and projected dates; activity status and event/milestone status; how to model status; impact analysis through schedule rippling, resource impacts, & effects to total float; potential versus real impacts; path dynamics and management strategies / actions; the impediments of large databases; the practical level of project modeling; the tiers of management and the distribution of management responsibilities; the need for supportive working level detail planning and management, as well as executive support and involvement.

13. Reports

Description: Management information – the right product for each specific purpose; graphic versus tabular reporting; software utilities (filtering and sorting); coding to exploit data capabilities; description and purpose of various products; how to use Project Model Diagrams for problem analysis; reporting schedule and resource problems.

14. Risk & opportunity Management

Description: What is 'Risk Management' – Process of risk/opportunity identification, analysis, prioritization, and resolution; qualitative and quantitative analysis; basics of CPM 'What-if' analysis, PERT process and the value of 3-time estimates, Monte Carlo Simulations; risk resolution and opportunity instigation strategies.

15. Summary / Conclusions

Description: Project modeling fallacies; the planning 'Cop-outs'; the proper expectation of Project Management software - what it does and what it does NOT do; review of the planning and scheduling terminology, essential processes and practical methodology.