

## Introduction to Project Management

### Overview

Learn project management techniques and best practices in this updated version of Project Management Essentials, the 2006 PMI Product of the Year award winner.

### Learning Outcomes

#### What You'll Learn

- Define basic terminology of project management
- Identify the project management life cycle
- Understand the project management knowledge areas
- Build a business case for project initiation
- Define project scope and stakeholder expectations
- Define roles and responsibilities for project stakeholders
- Build an effective WBS and project schedule
- Ensure buy-in from your team and sponsors
- Identify, analyze, quantify, mitigate, and manage risks
- Create project management plans for quality, communication, resources, and stakeholder management
- Manage project change through formal change control processes
- Close a project

#### Hands-On Exercises

- Project Management Terminology
- Establish the Project Background and Develop the Project Mini Charter
- Stakeholder Identification and Analysis
- Project Roles and Responsibilities
- Responsibility Assignment Matrix
- Defining Assumptions and Constraints
- Communications Planning
- Risk Planning
- Change Management Planning
- Develop the WBS
- Activity Definition
- Estimate Activity Duration
- Calculate the Critical Path
- Develop the Project Schedule
- Project Controls
- Calculating Earned Value
- Manage Expectations
- Plan for Closure
- Evaluate PM Competencies

## Application Outcomes

This course will teach you how to effectively manage all phases of a project. You'll learn the project management framework of initiation, planning, execution, control, and formal closing, and discover what it takes to ensure project success. In this skills-building course, you'll focus on practical tools and techniques as you spend 75% of the course working on a project-from initiation to close. You'll work individually and in teams to write objectives, conduct stakeholder analysis, and develop a work breakdown structure and risk management plan for a case study project. Practice using estimating techniques, dependency analysis, and network diagramming. Leave class with the knowledge and tools to immediately get your projects done on time, within budget, and to specification

## Key Topics / Agenda / Time Allotment

### 1. Project Management Framework

- The Project Management Institute
- PMI Framework
  - Five Process Groups
  - Life Cycles
  - Nine Knowledge Areas
- What is a Project?
- Project Management Terminology

### 2. Initiating

- Five Steps of Project Initiation
  - Build a Business Case
  - Establish Project Scope
  - Analyze Stakeholder Needs
  - Identify Constraints
  - Build a Communication Plan
- BOSSCARD Framework
  - Initiating Questions
  - Objectives
  - The Project Charter
  - Constraints
  - Assumptions
  - Scope
- Stakeholder Analysis
  - Prioritization Grid
  - Five Stakeholder Groups
- Project Roles and Responsibilities
  - Responsibility Assignment Matrix
- Sign-Off Process

### 3. Planning

- Seven Steps of Successful Planning
- Communications Planning
- Quality Management
- Quality Tools and Techniques
- Risk Management
  - Identify, Assess, Quantify, and Manage
  - Risk Management Life Cycle
  - Risk Response Strategies
  - Risk Management Workshop
- Sources of Change
  - Formal Change Control Process

- Managing Organizational Change
- Developing the WBS
  - Diagramming a Project
  - Identifying the Critical Path
- Creating the Schedule
  - Producing Effective Estimates
  - Network Diagramming
  - Resource Allocation, Leveling, and Schedule Compression
- Generating a Budget
  - Cost Categories
  - Procurement Planning

#### **4. Controlling and Closing**

- Project Controls
- Challenges
  - Activity Analysis
  - Earned Value Analysis
- Expectations
  - Stakeholder Expectations
  - Project Environment
  - Expectation Control Elements
  - Project Manager vs. Expectation Gap
- Organizational Style
  - Why Do Projects Fail?

#### **5. Closing Processes**

- Administrative Closure
- Contract Closure
- Lessons Learned

#### **6. Case Studies**

- Managing Cross Functional Teams
- Dealing with Conflicting Expectations
- Handling Organizational Impacts

#### **Pre/Post Work**

- No pre/post work – Suggested follow on courses are: IT Risk Management (PM12)  
Project Management, Leadership, and Communication (PM02), Management and Leadership Skills  
Communication and Negotiation Skills

#### **Length of course**

3 day course

#### **Delivery format**

Classroom format.

#### **Registration Links**

Please see our L&OD Training Portal: <http://mylearn.vmware.com/portals/learndev/> for:

- Class schedules
- Registration links
- Other course offerings