



# Fundamentals of Project Management

## Seminar Outline

### Day 1 (Basics)

- What is a project?
- The importance of project management
- What does a project manager do?
- Planning the project
- Executing the project plan
- Controlling the project
- Setting project objectives
- Improvement and holding the gains

### Day 2 (Realities)

- Project constraints
- Project stakeholders
- Project teams
- Project documentation and reporting
- Project risks
- Setting schedules and getting commitments
- Work Breakdown Structure (WBS), network diagrams, and Gantt charts

### Day 3 (Techniques)

- Estimating
- Critical path
- Project meetings
- Project completions
- Project management software
- Setting up a project in Microsoft Project
- Crafting and printing reports from Microsoft project

### In-Class Exercises & Tests

- Two exercises per day
- One short quiz per day

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## Detail: Day 1 (Basics)

### AM

- 8:00 – Gathering, ice-breaking, identify specific student needs. Introduce the textbook.
- 8:15 – What is a project? What are not projects? Who is involved? How long do projects last? What makes a project successful? Why do projects fail?
- 9:15 – The importance of project management. Setting project goals. What does a project manager do? What makes a good project manager? The project manager's attitude.
- 9:45 – Break
- 10:00 – Planning the project. How do projects get started? Negotiating the project objective. The project charter. What does a project plan look like? **Exercise: Write a project plan.**
- 10:45 – Executing the project plan. Identifying common pitfalls in execution. Persuasion or giving orders? The matrix organization. Managing tasks and deliverables.
- 12:00 – Lunch

### PM

- 1:00 – Controlling the project. Scope creep. Baselines. Identifying and handling risks. Measuring project performance. **Exercise: Quantify impact of risks on project.**
- 2:15 – Break
- 2:30 – Setting project objectives, goals, success criteria, and quality metrics. SMART objectives. Identifying conflicts to resolve early. Does your project fit within a corporate program?
- 3:30 – Improvement and holding the gains. Quality control on a schedule. When is the project finished? Closing a project down.
- 4:30 – Re-cap Day 1 and introduce Days 2 & 3.
- 4:50 – Ten minute quiz.
- 5:00 – End

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## Detail: Day 2 (Realities)

### AM

- 8:00 – Review answers to Day 1 quiz.
- 8:15 – Project constraints. Balancing schedule, cost, and quality. Is one more vital than the others? Project requirements and key deliverables.
- 9:00 – Project stakeholders. Who are stakeholders, and are they on your side? Do you have a project sponsor? Your influence counts. **Exercise: Plan stakeholder strategies.**
- 9:45 – Break
- 10:00 – Project teams. Project Manager as team leader. Tips for more effective teams. The evolving team roster. Motivating the team.
- 11:00 – Project documentation and reporting. Status reports. Action item registers. Issues versus action items. Capturing performance metrics. Meeting minutes
- 12:00 – Lunch

### PM

- 1:00 – Project risks. Resource contention. Budget cuts. Scope creep. Business conditions. **Exercise: Stakeholder approaches to specific project problems.**
- 2:15 – Break
- 2:30 – Setting schedules and getting commitments. Dates, responsibilities, and tasks. Who sets the schedule? Can commitments be assigned? What if the schedule doesn't match the project objective?
- 3:30 – Work Breakdown Structure (WBS). How is it created and used? Network diagrams. How are they created and used? Identifying the critical path. Gantt charts. Time-scaled network diagrams. Useful project tracking charts.
- 4:30 – Re-cap Days 1 & 2 and introduce Day 3.
- 4:50 – Ten minute quiz.
- 5:00 – End

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## Detail: Day 3 (Techniques)

### AM

- 8:00 – Review answers to Day 2 quiz.
- 8:15 – Estimating. How to get better estimates. Project buffers. Unintentional buffers. Forced underestimating. **Exercise: Establish a project schedule in a matrix environment.**
- 9:15 – Critical path. CPM and PERT methods. Using statistics to determine the probability of competing on time.
- 9:45 – Break
- 10:00 – Project meetings. Making the meetings useful. Preparing for the meeting. During the meeting. After the meeting. Team member participation. Keeping the team aligned. Encouraging bad news. **Exercise: Planning a project meeting agenda.**
- 11:30 – Project completions. Is it done yet? Closing down the project. Capturing the lessons learned. Become the project manager everyone wants to work with.
- 12:00 – Lunch

### PM

- 1:00 – Project management software. How it can help, and how it can hurt. Considerations when using it. Sharing the workload. Keeping it simple.
- 2:15 – Break
- 2:30 – Setting up a project in Microsoft Project. Adding events, activities, dates. Assigning resources. Building dependencies. Setting a baseline. "Statusing" the project schedule.
- 3:30 – Screen views versus print views. Printing reports from MS Project. Sorting your schedule. Crafting reports for each purpose
- 4:15 – Re-cap Days 1, 2 & 3.
- 4:40 – Ten minute quiz, and review answers.
- 5:00 – End

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## Support Information

### Textbook

- Streetwise Project Management – How to Manage People, Processes, and Time to Achieve the Results You Need, by Michael S. Dobson, Copyright 2003, ISBN: 1-58062-770-6

### Instructor

- Art Stadlin – You may contact me with project management questions after the seminar at: ArtStadlin@consultant.com

### Additional Learning

- Please contact the Department of Continuing Education at Keiser College, Sarasota, at: (941) 907-3900.

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## Teaching Requirements

### Client

- Classroom
- Easel with paper, markers, and masking tape
- Laptop with CD-ROM, Windows, Powerpoint, and MS Project pre-loaded
- PC Projector
- Power strip and computer cables

### Instructor

- Powerpoint presentation on CD-ROM.

### Keiser College

- Textbooks for students
- Paper copies of Powerpoint presentation for students

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