

Master the Core Principles of **Project Management**

Skills-based, results-oriented training in:

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**Improve and expand your
professional capabilities**

**Get college credits as recommended
by ACE/PONSI**

**Earn your Master's Certificate in
Project Management**

**Prepare for project management
professional (PMP) certification**



The
George
Washington
University
WASHINGTON DC

SCHOOL OF BUSINESS AND
PUBLIC MANAGEMENT

in association with

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international

Get a solid understanding of project management methods with this comprehensive introductory course. Gain practical experience in proven project management techniques and discover a wealth of valuable, flexible tools that you can use immediately to ensure the success of any project in any type of organization.

You'll get the foundation, experience, techniques, and tools to manage each stage of the project life cycle. You'll learn to work within organizational and cost constraints, set goals tied directly to stakeholder needs, get the most from your project management team, and utilize state-of-the-art project management tools to complete work on time and within budget.

This course centers around Dr. J. Davidson Frame's book, *Managing Projects in Organizations*. Insights from the Project Management Institute's *Guide to the Project Management Body of Knowledge*, which incorporates information critical to project success, also are highlighted.

You'll master project management skills through incisive case studies, hands-on exercises, and a broad array of practical experiences that you can apply to your job. This approach yields a comprehensive project management experience, from the early stages of defining project requirements and developing work breakdown structures through project change control and closeout.

As the program's flagship course, this class opens the door to more efficient project implementation. The program's other courses enable you to build on the knowledge you gain here and enhance your project management capabilities.

Learn how to:

- Link project goals and objectives to clear, compelling stakeholder needs
- Build a solid project plan within your unique organizational and cost constraints
- Recruit and manage a high-performance team
- Develop work breakdown structures using two powerful techniques
- Set measurable objectives and ensure positive results
- Estimate project costs and schedules using simple, proven techniques
- Establish a reliable project control and monitoring system
- Master fundamental project management skills, concepts, and techniques

Course Outline

1. **Understanding the Process of Managing Projects**
 - a. What are "projects"?
 - b. Why project management?
 - c. The project life cycle
2. **Building Projects from a Clear Need**
 - a. Identifying stakeholders
 - b. Reviewing stakeholders' needs
 - c. Assessing the organization
 - d. Building SMART objectives
 - Specific
 - Measurable
 - Agreed to
 - Realistic
 - Time-constrained
 - e. Developing requirements
 - Functional requirements
 - Technical requirements
3. **Documenting Requirements: Building the Project Plan**
 - a. Using the Project Requirements Document
 - b. Establishing the project's requirements and constraints
 - c. Evaluating and managing risk
 - d. Setting implementation strategies
4. **Determining the Project's Validity: Project Selection**
 - a. Stakeholders in the project selection process
 - b. Benefit/cost ratios
 - c. Present value—using today's monetary values
5. **How Realities of Organizational Life Affect Projects**
 - a. Matrix vs. functional organization
 - b. Task force organization
 - c. Establishing the project team
 - d. The responsibility matrix
 - e. Resource loading
6. **Capable People: The Heart of Every Project**
 - a. Characteristics of the successful project team
 - b. Team recruiting
 - c. Managing team dynamics
 - d. Succeeding in the high-responsibility/low-authority environment
 - e. Sources of authority
 - f. Leadership and communication skills
 - g. Managing teams involving subcontractors
7. **Setting the Project Course: Tools and Techniques for Planning**
 - a. Work breakdown structures
 - b. Network diagrams—PERT, CPM
 - c. Building project budgets
 - d. Responsibility matrices
 - e. Resource loading and leveling
8. **Managing Change: Keeping the Project on Course**
 - a. Change control procedures
 - b. Evaluation and control
 - c. Crucial role of project documentation
 - d. Tracking variance (cost and schedule)
 - e. Integrated cost and schedule control systems
 - f. Reporting on project personnel
9. **Closing Out the Project with Positive Results**
 - a. Defining project success
 - b. Documenting and publicizing results
 - c. Gaining the customer's acceptance
 - d. Meeting all contractual obligations
 - e. Reestablishing motivation and morale
 - f. Transferring lessons learned to future projects

Managing Projects in Organizations (cont'd)

ACE/PONSI recommendations:

Undergraduate: 2 credit hours

Graduate: 2 credit hours

PMBOK areas covered:

- Project Integration Management
- Project Scope Management
- Project Quality Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Human Resource Management
- Project Procurement Management
- Project Communications Management

Project managers often work in a high-responsibility, low-authority environment, so they must know how to elicit top performance from all members of the project team. Master the vital communications and human resources skills critical to any project's success. Practice key problem-solving and decision-making skills and learn how to empower yourself and other team members through effective negotiation.

See why concise communication is so important—regardless of how a project is organized—and compile an array of techniques to enhance your interpersonal skills. Discover how your leadership style influences communication and expand your capabilities through spirited discussions, exercises, simulations, and self-assessments. In addition to a comprehensive participant manual, you'll receive a copy of *Cross-Functional Teams* by Glenn M. Parker.

Increase your communication skills; learn to persuade, negotiate, and compromise; and master key team-building skills to get the most from your most valuable project management resource: your people.

Learn how to:

- Build high-performance project teams through effective communication
- Use the “3 Ps”—power, politics, and personality—to encourage productivity and cooperation
- Resolve conflicts with five proven methods
- Apply the seven steps of creative problem solving to any roadblock
- Utilize a remarkable four-stage negotiation process to attain consensus quickly

Course Outline

1. Leading Others in Today's Corporate Culture

- a. Role of leadership in today's business environment
- b. New leadership paradigm
- c. Challenges of leading teams
- d. Leadership style
 - Directing
 - Coaching
 - Supporting
 - Delegating
- e. Identifying needs of individuals and teams
 - Competence
 - Commitment

2. Managing Organizational Change

- a. Stages of adjusting to change
- b. Leader action strategies

3. Developing Groups into Teams

- a. Variations in team structures and characteristics
- b. Understanding interpersonal dynamics
 - Inclusion
 - Control
 - Affection
- c. Stages of team development
 - Orientation—“forming”
 - Dissatisfaction—“storming”
 - Resolution—“norming”
 - Production—“performing”
 - Termination—“adjourning”
- d. Observable behaviors
- e. Team player roles
 - Contributor
 - Collaborator
 - Communicator
 - Challenger

4. Maximizing Interpersonal Relationships

- a. Communication as a process
- b. Guidelines for effective communication

- c. Motivational basis for human interaction
 - Altruistic—“nurturing”
 - Assertive—“directing”
 - Analytical—“autonomizing”
 - Flexible—“cohering”
- d. Interpersonal behaviors as strengths and weaknesses
- e. Human interaction during conflict and opposition

5. Managing Conflicts

- a. Sources of conflict in project teams
- b. Predictable outcomes of organizational conflict
- c. Five conflict management approaches
 - Avoiding
 - Competing
 - Accommodating
 - Collaborating
 - Compromising

6. Negotiating Solutions

- a. Eight sources of power and influence
- b. Stages of negotiation
- c. Negotiation as a collaborative process
- d. Preparing to negotiate

7. Managing Agreement

- a. Understanding the “Abilene Paradox”
- b. Encouraging feedback in a team setting

ACE/PONSI recommendations:

Undergraduate: 2 credit hours
Graduate: 2 credit hours

PMBOK areas covered:

- Project Integration Management
- Project Time Management
- Project Human Resource Management
- Project Communications Management

Develop effective measures for scheduling and controlling projects as you put the tools of project management to work. Focus on managing the constraints you face in any project: limits on time, human resources, materials, budget, and specifications. Discover proven ways to work within your identified constraints, without letting predefined limits curtail creativity or innovation.

Get hands-on experience building project requirements and the work breakdown structure. You'll learn a sound, logical framework for scheduling and controlling project activities. And you'll master techniques for estimating, forecasting, budgeting, monitoring, controlling, analyzing, and reporting costs and interpreting the meaning of earned-value data.

Discover a number of sophisticated tools and techniques that you can use in every type of project to manage time and costs effectively. Hone your skills in individual and small-group exercises and take home a comprehensive toolkit that provides practical field guidance. *Please bring a calculator to class.*

Learn how to:

- Use the work breakdown structure to develop a network diagram
- Calculate schedules using PERT/CPM
- Identify, assign, and tabulate resource requirements
- Predict costs and work time using specific levels and estimate types
- Develop a time-phased project budget
- Anticipate and plan for contingencies
- Predict future project performance based on historical data
- Monitor changes and close projects on time

Course Outline

1. Essential Background

- a. Overview of the project management life cycle
- b. The triple constraints
- c. Planning tools
- d. Project requirements—a review
- e. The work breakdown structure—a review
- f. Challenges in scheduling and cost control

2. Estimating

- a. Using estimates for scheduling and cost control
- b. The basic rules of estimating
- c. Levels of estimating and estimate types
 - Top-down vs. bottom-up
 - Order of magnitude
 - Budget
 - Definitive
- d. Six estimating methodologies
- e. Identifying controllable costs
 - Resource
 - Material
 - Direct
 - Indirect
- f. Planning for risk with contingency
- g. Building the project resource pool
 - Using resources to build estimates
 - The responsibility matrix
- h. Time-controlled estimates
- i. Resource-limited estimates

3. Scheduling

- a. Network scheduling
- b. Validating schedules
- c. Arrow diagrams and precedence diagrams
- d. Basic scheduling and network calculations
- e. Advanced precedence relationships and the critical path
- f. Alternative constraints
- g. Gantt and milestone charts

4. Baselining the Project

- a. Establishing baselines
- b. Creating and using reserves
- c. Time and cost trade-offs
- d. Using the least-cost method in trade-off analysis
- e. Resource leveling
- f. Resource smoothing for effective cost control

5. Managing Change

- a. The process of control
- b. Identifying sources of change
- c. Screening change
- d. Updating the project plan
- e. Communicating change

6. Evaluation and Forecasting

- a. Causes of variances
- b. Establishing the “data date” for evaluation
- c. Conducting trend analyses
- d. Components of the project audit
- e. Considerations in establishing a monitoring system
- f. Earned value
- g. Advanced earned-value forecasting tools

7. The Exit Strategy

- a. Steps in completing the project
- b. Controlling costs and schedule late in the project
- c. Scope verification
- d. Contract closeout
- e. Administrative closure

ACE/PONSI recommendations:

Undergraduate: 2 credit hours
Graduate: 2 credit hours

PMBOK areas covered:

- Project Scope Management
- Project Time Management
- Project Cost Management
- Project Risk Management
- Project Procurement Management

Arm yourself with a practical, process-oriented approach to managing the risk and uncertainty that are part of any project. Examine risk management in the context of the project life cycle and identify the critical issues in assessing, limiting, and mitigating risk. You'll learn qualitative and quantitative techniques for assessing the impact of risk, and you'll gain experience applying risk management strategies within a structured framework.

Intensive exercises and simulations give you practice applying risk management theory, concepts, and principles in realistic scenarios. Put this knowledge to work as you tackle a comprehensive four-part case study through interactive group exercises.

A comprehensive toolkit of templates, forms, and checklists is included in the course materials. You'll also get the new book *Risk Management: Concepts and Guidance*, edited by Carl L. Pritchard.

Take the uncertainty out of managing uncertainly with the proven strategies in this powerful course. You'll get a roadmap for steering clear of unnecessary risk and mitigating the impact of unavoidable challenges.

Learn how to:

- Use a practical, seven-step process to manage project risk
- Categorize risks inherent in any project
- Identify acceptable levels of risk and assess the potential impact of risk factors
- Control risk using proven tools and techniques
- Overcome psychological barriers to risk in stakeholders and team members

Course Outline

1. Risk Management:

An Overview

- Definition and characteristics of risk
- Elements and factors of risk
 - Event (unwanted change)
 - Probability (uncertainty)
 - Impact (amount at stake)
- Types of risk
- Components of risk management
 - Identification
 - Quantification
 - Response development
 - Response control

2. Establishing a Risk Management Process

- Identifying
- Analyzing
- Prioritizing
- Planning
- Implementing
- Evaluating
- Documenting

3. Identifying Risks

- Risk identification
- Idea generation tools and techniques
- Business vs. pure risks
- Financial risks
- Schedule risks
- Technical risks
- Legal risks

4. Performing Risk Assessment

- Determining risk tolerances
- Analyzing risks
- Establishing and evaluating profitability
- Risk-based financial tools and techniques
- Expected value analysis
- Decision trees
- Probability analysis
- Risk vs. opportunities

5. Developing Risk Responses

- Risk response strategies
- Risk acceptance
- Risk avoidance
- Risk control
 - Probability minimization
 - Impact minimization
 - Deflection

6. Implementing Risk Responses

- Communicating risk issues
- Documenting risk management practices
- Reassessing risk
- Decision-making processes

7. Computerizing Risk Analyses

- Statistical analyses
- Risk simulations
- Risk tools

ACE/PONSI recommendations:

Undergraduate: 2 credit hours
Graduate: 2 credit hours

PMBOK areas covered:

- Project Quality Management
- Project Risk Management
- Project Procurement Management

As a project manager, you must be able to work effectively with contracting managers, purchasing professionals, and subcontractors to accomplish key objectives. Because contracts are developed in an increasingly complex and regulated environment, a solid understanding of the contracting process is critical and can give you an advantage whether you're on the buyer's or seller's side.

Get an overview of all phases of contracting, from requirements development and market research to closeout. Learn the principles and concepts of the Uniform Commercial Code (UCC), international contract law, and the complex control systems used in contract administration and management. This course explores these vital issues from the project manager's perspective, highlighting your role and responsibilities to give you greater influence over how work is performed.

Lectures are combined with case studies, exercises, and negotiation role-playing to maximize the learning experience. Course materials include a valuable toolkit and a copy of the book *World-Class Contracting*.

Learn how to:

- Identify contract components and understand the process from start to finish
- Select the right contract type for your project
- Decipher contract legalese
- Agree on objectives, requirements, plans, and specifications
- Negotiate favorable terms and make revisions to the contract
- Apply the “10 rules of contract interpretation” in project disputes
- Administer contracts appropriately and know when and how to terminate them

Course Outline

- 1. Understanding the Contract Management Process**
 - a. Contract management definition
 - b. Buyer, seller, and subcontractor terms
 - c. Description and uses of contracts
 - d. Buyer and seller perspectives
 - e. Contract management and PMBOK
- 2. Teamwork—Roles and Responsibilities**
 - a. Concepts of agency
 - b. Types of authority
 - c. Privity of contract
- 3. Global Contracting Concepts and Principles**
 - a. Definition of a contract
 - b. Elements of a contract: offer, acceptance, competent parties, consideration, legality of purpose
 - c. Contract law
 - d. Terms and conditions
 - e. Interpreting contract provisions
- 4. Contracting Methods**
 - a. Contracting methods—competitive and noncompetitive
 - b. Purchase cards, imprest funds or petty cash, and auctioning
 - c. Sealed bidding, two-step sealed bidding, competitive negotiation, and competitive proposals
 - d. Purchase agreements vs. contracts
 - e. Single-source negotiation vs. sole-source negotiation
- 5. Preaward Phase**
 - a. Developing a procurement plan
 - b. Solicitation
 - c. Bid/no-bid decision making
 - d. Proposal preparation
 - e. Buyer actions vs. seller actions

- 6. Developing Contract Pricing Agreements**
 - a. Uncertainty, risk, and performance measurements
 - b. Categories and types of contracts
 - c. Contract incentives and fees
 - d. Types of contracts: fixed-price, time and materials, and cost-reimbursement
 - e. Cost-reimbursement contracts
 - f. Time-and-materials contracts
 - g. Selecting contract types
- 7. Award Phase**
 - a. Source selection process
 - b. Selection criteria: management, technical, and price criteria
 - c. Evaluation standards
 - d. Absolute, minimum, and relative standards of evaluation
 - e. Fail-safe evaluation procedures
 - f. Negotiation objectives
 - g. Negotiating a contract
 - Tactics and countertactics (buyers vs. sellers)
 - Document agreement or walk away
- 8. Contract Administration**
 - a. Key contract administration policies
 - b. Dealing with noncompliance
 - c. Continued communication
 - d. Tasks for buyers and sellers
 - e. Contract analysis
 - f. Performance and progress
 - g. Records, files, and documentation
 - h. Change management
 - i. Claims and disputes
 - j. Termination

ACE/PONSI recommendations:

Undergraduate: 1 credit hour

Graduate: 1 credit hour

PMBOK areas covered:

- Project Quality Management
- Project Risk Management
- Project Procurement Management

As economic pressures and competition increase, many world-class organizations are instituting continuous improvement programs to enhance the quality of their products and services, increase productivity, and reduce costs. These organizations agree that continuous improvement—also referred to as total quality management, total process improvement, or quality improvement process—is the key to long-term competitiveness and survival.

Project managers must incorporate quality principles to bring projects in line with corporate quality improvement goals. Find out how to integrate quality management concepts with project management practices and implement quality methods in your project plans.

The course materials include a quality toolkit and a copy of *Quality Management for Projects and Programs* by Lewis R. Ireland.

Learn the philosophy and principles of continuous improvement and translate these concepts into specific actions that will ensure the success of your organization's improvement efforts. Master these proven methods and discover how quality contributes to project success.

Learn how to:

- Apply the principles of quality leadership in your project
- Use continuous process improvement tools with confidence
- Implement quality concepts at the process and project levels
- Understand the importance of quality in project management—and the costs of nonconformance
- Design quality improvement plans that integrate with your project goals

Course Outline

1. Delivering Quality Has Become an Imperative

- a. The changing global outlook
- b. Lessons from American industry
- c. Root causes
- d. Projected trends
- e. Proven benefits

2. Commitment to World-Class Management

- a. Commitment to world-class quality
 - Quality vs. cost
 - Leadership
- b. Customer focus
 - Measuring customers' expectations
 - Measuring service quality
- c. Process orientation
- d. Continuous improvement
- e. Teamwork
- f. Best practices
- g. Cost of quality

3. Customer Focus

- a. Identification of customers
- b. Customer requirements
- c. Characteristics of product quality
- d. Characteristics of service quality

4. Process Orientation

- a. Customer/supplier model
- b. Process management
- c. Best practices

5. Continuous Process Improvement: Concepts, Tools, and Variation

- a. Idea generation and organization
 - Brainstorming
 - Affinity diagrams and decision trees
- b. Assessment
 - Using benchmarks
 - Cost of quality

- c. Problem solving
 - Plan-do-check-act cycle
 - Process improvement model
 - Seven basic tools
 - Variation
 - Common and special causes
 - Statistical process control
- d. Design development
 - Quality function deployment
 - Design of experiments
- e. ISO 9000

6. Quality Team Concepts

- a. Types and uses of teams
- b. Team charter
- c. Effective team meetings
- d. Team roles
- e. Value of teams
- f. Quality team behaviors

7. Next Steps

- a. Organizational implementation issues
- b. Senior management buy-in
- c. Implementation model
 - Organizational initiatives
 - Top management
 - Organizational deployment
 - Customer focus
 - Improvement activities
 - Supplier involvement
 - Progress evaluation
 - Individual initiatives
 - Motivation
 - Education and training
 - Personal improvement

ACE/PONSI recommendations:

Undergraduate: 2 credit hours
Graduate: 2 credit hours

PMBOK areas covered:

- Project Quality Management
- Project Risk Management
- Project Communications Management

Watch as basic concepts come to life in this comprehensive synthesis of core project management principles. Reinforce the skills you learned in the other core courses and build on your new competencies as you work in teams to complete a realistic week-long project case study.

You'll propose, plan, and carry out a full-scale project under typical organizational constraints. Follow your project through the life cycle, resolving issues of performance, scheduling, and control as you address questions of leadership and management. Each team member will take a turn as project manager—defining objectives, performing tasks, and producing deliverables critical to the project's success.

Confirm your mastery of the core principles of project management in this experiential course and gain the hands-on confidence to practice your new skills in your organization.

You'll receive a copy of *Project Management: Strategic Design and Implementation* by David Cleland as part of your course materials package.

Project Management Applications is an advanced, practice-based course and is intended for experienced project managers. It is therefore recommended that participants complete at least four other core courses before registering for this course.

Perform each phase of project management as you:

- Select the level of staffing, resources, and management support required for the project
- Assemble a project team and gain commitment on project objectives
- Assign tasks based on work breakdown structure
- Estimate time and costs and present a project plan to team members and stakeholders
- Create a project binder documenting each stage of the project and lessons learned

Course Outline

1. Team Building

- a. Project assignment
 - Initial project assessment
 - Team ownership
- b. Organizational assessment: working with what you have
 - Staffing
 - Resources
 - Management support
- c. Options assessment
 - Preemptive troubleshooting
 - Historical review

2. Preproposal Analysis and Planning

- a. Analyzing the market
- b. Assessing risk
- c. Building the team and reviewing roles
- d. Developing a plan to complete the proposal

3. Proposal Kickoff and Preparation

- a. Evaluating the requirement
- b. Evaluating bid contracts
- c. Obtaining the team's commitment
- d. Writing the winning proposal
- e. Delegating to team members
- f. Managing time constraints

4. Postaward Planning

- a. Project kickoff meeting
 - Goals
 - Participants
 - Principal points
- b. Detailed project planning

5. Negotiation/Agreement

- a. Four steps of prenegotiation preparation
- b. Negotiation performance
 - Exploratory sessions
 - Joint-gain resolution

- c. Postnegotiation activity
 - Memoranda and documentation
 - Communication

6. Implementation

- a. Measuring performance
- b. Managing risk and uncertainty
- c. Reporting progress and following up
- d. Managing change and achieving project control
- e. Leveling resources

7. Closeout

- a. Team
 - Review
 - Closeout
 - Reassignment
- b. Project
 - Documentation
 - Lessons learned
- c. Organization
- d. Client
 - Sign-off
 - "Ownership"
 - Revenue enhancement

ACE/PONSI recommendations:

Undergraduate: 2 credit hours
Graduate: 2 credit hours

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