

This Instructor Guide provides a list of primary concepts to be covered and approximate timing for presentation of the materials. The instructor should assess the areas of greatest importance to the participants and tailor the degree of emphasis in each section accordingly.

Start Time	Summary of slides	Important points
8:30	<p>Section 1: Introduction</p> <ul style="list-style-type: none"> • Define project, program, portfolio • Exercise and discussion: Sources of project success and failure • Define four levels of project success • Project vs. Product life cycle • Course Blueprint • Logistics and introductions 	<ul style="list-style-type: none"> • There are many ways to define project, including project as investment • Formal project management provides tools and techniques that help manage the primary sources of project risk • A formal approach to managing projects can help management obtain a better return from their project investments • The four levels of project success provide the basis for project success criteria and they can be measured independently • Business Value is the reason we do projects • Business Value is realized after the project is completed • We must consider the product life cycle when planning and managing projects
9:15	<p>Section 2: Basic Project Management Concepts</p> <ul style="list-style-type: none"> • Role of the Project Manager • What is project management? • Other PM terminology • IPECC • PM methodology • Stakeholders • Impact of change • Exercise: Select a Project 	<ul style="list-style-type: none"> • The project manager is accountable for successful project delivery. It is through that delivery that the foundation for realization of Business Value is created • Project Management is as much a way of thinking as a set of tools and techniques. This allows it to be scaled to fit the project. • There are many possible project documents that can be included in the project plan. We should put greatest planning and control emphasis on those areas of greatest risk in the project. Planning document help manage risk. • The project management processes operate in a cyclic manner (Plan Do Check Act) • This course focuses on the waterfall approach to projects, but there are other possibilities. • Every project is fundamentally a human endeavor; generally, it is people who will make the project succeed or fail. • Any time we introduce change into the environment we must anticipate and proactively

		<p>manage reaction to the change.</p> <ul style="list-style-type: none"> • Exercise: Have the participants either choose an actual project they are currently working on for future exercises, or have them use one of the simple case studies provided. Make certain they provide the purpose and primary deliverables of their chosen project.
10:00	Break	
10:15	<p>Section 3: Project Initiation</p> <ul style="list-style-type: none"> • Definition and Purpose • The Project Charter <ul style="list-style-type: none"> ○ Use ○ Content ○ Benefits • Stakeholder analysis • Triple Constraint • Estimation • Exercise: Project Charter 	<ul style="list-style-type: none"> • Describe the work of Initiation. Emphasize the importance of getting stakeholder buy-in before the phase is completed • Describe the purpose and content of the project charter. Suggest they think of it as a business proposal. Emphasize the importance of defining Business Value as well as project delivery objectives, scope boundaries, and a preliminary risk assessment. Note that time and cost estimates are usually very unreliable at this point due to lack of information. Project charters can be used as the basis for the evaluation and selection of proposed projects. • Describe the importance of stakeholder identification, and the value of recording stakeholder information in a register. Be clear about the importance of the Project Sponsor. Make the point that the sponsor is accountable for Business Value, while the project manager is accountable for project delivery. • Discuss the Law of Triple Constraint and give an example. Point out that Risk goes sky high if time, cost and scope are all constrained. When risk increases, it is often Quality that takes the

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