



Managing Projects in Organisations – Fundamentals

Introduction

The Managing Projects in Organisations - Fundamentals Course primarily gives participants an overview of project management and an end-to-end model or framework, to help participants:

- See and do what is necessary in initiating the project and defining project scope
- Know what things need to be planned for to deliver the scope of project
- Know what to look for, what to track, and what participants need to change in order to successfully implement the plan,
- Know how to successfully close projects and review the results achieved

This course introduces a framework, which serves as a model that participants can use when managing projects. This framework will cover all areas of project management and includes an effective toolset to manage projects. The emphasis in the course, and the greater proportion of the two days, is spent on scoping and planning projects.

A project is work of a unique and finite nature. But for some, a lot of work undertaken is routine, repetitive, and procedural by nature. These are processes, which are controlled (or managed) by identifying and replicating the 'sameness' in the work. All of the management work is up front—identifying the best way, and working to it. A project on the other hand, is unique, requiring considered and appropriate decisions and responses throughout the life of the project. As a result, managing a project does have a higher management overhead. All of us manage processes and projects.

Arguably everybody in modern day organisations needs project management skills. In the 80's project managers were regarded as the 'new breed of managers'. However organisations have seen the benefits and in the last two decades projects have flourished in the workplace. Project management has now moved on from just being used in building and construction or IT. It is now used to address a variety of purposes across all areas of organisations.





Is the course based on world’s best practice?

Yes it is. The most widely used project management best practice model is titled the ‘Project Management Body of Knowledge’ (PMBOK), which has been developed and is promoted by the Project Management Institute (PMI— www.pmi.org). PMBOK presents project management as a series of five key processes and nine functions, or knowledge areas, that need to be given due attention by project managers in successfully managing a project.

PMBOK is covered in more detail in The Moreland Group’s Advanced Project Management training program. This program will covers all processes and knowledge areas described by PMBOK, but takes a life cycle approach — working with tools and techniques that are used over the life of a project.

Are these ideas new?

No. Project management has been practised forever. One can easily see the organisation that went into building the pyramids, or in the campaigns of Julius Caesar or even the campaigns of Napoleon. Health and community aid projects during the 20th century could not have succeeded without project management techniques. Movies could not be made without project management techniques.

However, as a body of knowledge with a number of new techniques, project management has its roots in the scientific management movement of the early 20th century, operations research in the 40s and 50s, and the growth in computer aided scheduling from the 60s and 70s. This course is a blend of many of these tools and techniques.

What is the learning strategy used in the course?

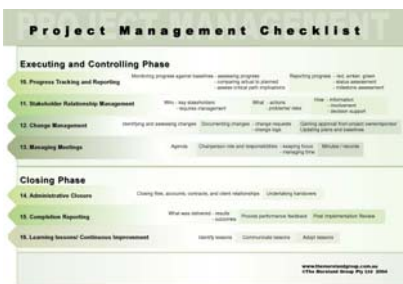
The course is a workshop-style event, which aims to provide a complete learning environment for participants through:

- Input/presentation of concepts and frameworks
- Group work aimed at identifying and sharing participant’s current knowledge and experience
- Application of tools and techniques to one’s own projects by using The Complete Project Document (by the conclusion of the course participants will have developed a reasonably detailed project plan)
- Trying things and obtaining feedback—from the presenter and other course participants

The key to this learning strategy is in each participant bringing along a personal project—something they know the intimate details about. This project will be worked on and referred to throughout the course. Working with this project for most of the course makes for very practical learning. As a result, we believe the course will generate sufficient knowledge, skills and motivation to transfer the techniques back into the workplace. Participants are also given memory aids—The Project Management Checklist, which will provide a guide through the process of managing projects.

What are our success criteria for the course?

We don’t believe we have been successful in the course if participants leave without being able to apply immediately the tools and techniques. In other words, this course isn’t about developing theoretical concepts, it is about participants being able to do some new things immediately. The ultimate success is, of course, in producing better project results through improved project management—back in the workplace.





Course Objectives

The primary purpose of the course is to provide you with analytical skills and techniques to successfully manage projects, through the Initiating phase (project concept), Planning phase (project plan and definition), Executing and Controlling phase (project implementation) and Closing the project. Projects are not successful when they fail to meet the planned end results or deliverables and are not completed on time and within budget. The course focuses on process fundamentals for managing projects so they are successful for all involved.

The specific learning objectives are as follows. At the conclusion of the course, participants will be able to:

- Comprehensively define a project and project management
- Outline and apply the project management framework presented in this course
- Identify what is required in order to manage projects that are complete, on time, within budget and that achieve desired results
- Describe and establish the elements of project governance
- Identify specific stakeholder expectations and success measures
- Apply a range of tools and techniques that are appropriate to the needs and requirements of the project — particularly in the areas of scoping and planning projects
- Identify and complete relevant project management documentation

Professional Development Points (PDUs)

The Moreland Group is a Registered Education Provider (R.E.P) with the Project Management Institute (PMI). The MPIO- Fundamentals training program is a registered program with PMI, (Program No, 2056 200301) and completion of this program, PMP's are able to earn **13 PDU points**. Please contact the Training Manager at The Moreland Group for more information.



Note: For those who require a more in-depth understanding of the tools and tasks required in implementing and completing or closing out projects, please refer to the companion course Managing Projects in Organisations — Implementing Projects. For more in-depth skills or competencies in project management, The Moreland Group offers a range of specialist follow-on courses and qualifications.



Course program

Day one

1. Introduction
 - Participant introductions
 - Course Outline and Objectives
2. Fundamental Concepts of Project Management
 - Definition of Project — What is a Project?
 - Definition of Project Management
 - Introducing PMBOK
 - Fundamental constraints — time, cost & performance
 - Projects vs Processes
 - Project & project management performance—how does it measure up?
 - Characteristics of projects
 - Project Management methodologies/frameworks
3. Project Management Lifecycle
 - What needs to happen by when, to effectively manage a project?
4. Establishing Governance
 - Roles, Mechanisms and Context
 - Key decisions
 - Strategic frame/context for projects
 - Overall constraints
 - Key Reporting requirements

Lunch

5. Initiating Projects
 - Stakeholder analysis
 - Defining Requirements and Success Measures
 - Specifying the Project
 - Defining Scope and Boundaries
 - Defining Results, Deliverables, and Outcomes (and the Business Case)
 - Defining Tasks
 - Recording and Approval

Close

Day Two

Review exercise

6. Planning Projects
 - Detailing costs/budgets and procurement strategies Identifying resource requirements
 - Establishing budgets, resource schedules and S-curves
 - Developing/detailing the timeline
 - Activity sequencing
 - Duration estimating
 - Schedule development
 - Critical Path
 - Setting milestones
 - Establishing project teams
 - Identifying roles and responsibilities
 - Negotiating commitment
 - Team development tasks
 - Recording and Approval

Lunch

- Generating and creating certainty
 - Quality planning
 - Risk planning
 - Communication planning
 - Documenting, Approving and Baselining
7. Executing and Controlling Projects
 - Progress Tracking and Reporting
 - Stakeholder/Relationship Management
 - Change Management
 - Managing Meetings
 8. Closing Projects
 - Administrative Closure
 - Finalisation Reporting
 - Learning Lessons/Continuous Improvement
 9. Course review — discussion of application and next steps

Close