

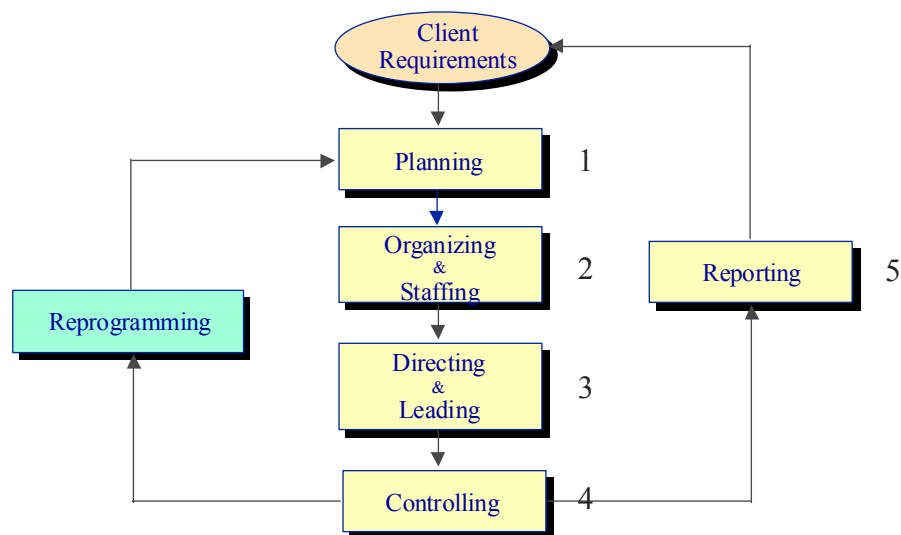


# The Art of Project Management®

## The Course Design, Outline and Behavior Objectives:

The Art of Project Management® is the flagship course in the curriculum of Business Management Consultants (BMC). It is a basic course, but covers all subjects of Project Management in three days. All BMC courses are completely consistent with the PMI® Project Management Body of Knowledge (PMBOK™). BMC is a Registered Education Provider for PMI®.

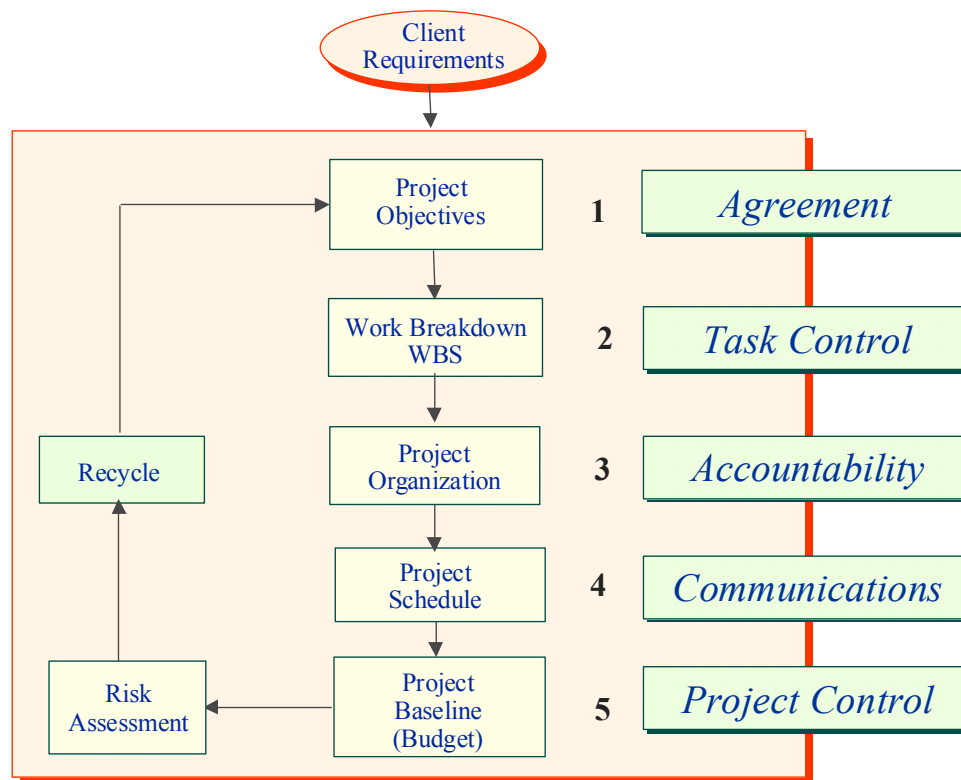
BMC uses simple well tested management models to enable course participants to remember new skills and competencies and to embrace them as part of the culture in the everyday workplace. One such model is the established five-part management model of Henri Fayol. The "Art" course covers the Tools and Techniques needed to run projects (Planning, Controlling, and Reporting), and the People-Side (Team Building, Leadership, Communications, and Motivation).



**The basic five-part management model**



Participants will learn that a project plan consists basically of six things, project objectives (requirements, SOW), a work breakdown, (WBS), a project organization (OBS), a project schedule, project baseline (budget) and risk management. The model for project planning (and the behaviors created by doing them) is shown below. This model is easy to learn and reduces the likelihood of costly omissions, incorrect scope or feature creep. It also avoids unnecessary and time wasting micro-management that may happen when one doesn't completely know what their job is. This simple model, for example, is used throughout Airbus Industries, where BMC is the Strategic Advisor in Project Management for the aircraft company.



**The Course Participants:**

This course is targeted at new project managers as well as those who have practiced project management for a while. It is one of BMC's basic project management classes in the Tier 2 curriculum. The course is fast-moving and intense. It is intended for people who want a quick review of all project management at a fast pace. The course is completed in three-days: two days are Tools and Techniques of Project Management, and the third day covers the People Side of Project Management.



## The Course Goals:

The broad learning goals of *The Art of Project Management*® include:

- Implement Effective Planning & Control
- Organize & Support Projects
- Create Interactive Project Teams
- Establish Effective Communications
- Empower Project Team Members

# 3 days - The Art of Project Management®

## Day 1

### Summary Outline

#### The Project Management Method

- Unique features of a project
- Five basic functions of project management
- Role of the project manager
- Project clients and stakeholders
- The necessary elements in a Project-based company

#### Participation:

- *The Assessment Inventory of Project Management*™
- Individual Action Plan

#### Effective Project Planning

- Five basic project planning elements and "behaviors"
- Defining project objectives "agreement"
- Developing work breakdown structures (WBS) "task control"
- Project organizations, "accountability/ownership"

#### Workshop:

*Structuring & organizing projects*

### Behavior Objectives

- Learn about project-based companies
- How to define a project.
- Learn the broad role when working in projects, and the functions defining it.
- Learn the roles and responsibilities of a project manager
- Define and discuss project charters, sponsors, and the project manager's authority
- Discuss and learn the importance of networks of alliances, the 60/40 rule for resolving conflict, and how to offset risk caused by pressure.
- Participants assess how well they currently are applying the basics and discover areas of needed improvement  
Participants develop individual action plans for improvement within the coming 6 months
- Learn the importance of planning, how to do it effectively, and behaviors created in the team
- How to create good project objectives that are SMART
- Learn how to decompose work into easily controllable tasks in participation with the team
- Learn a simple method for creating team ownership using the WBS, and how to write SOW and task assignments
- Participants will be asked to structure a project in two contrasting ways (WBS). Working in teams they will compare the strengths and weaknesses of the two structures and organizations based on ease of control.



## Day 2

### Summary Outline

#### **Scheduling and Budgeting**

- Developing realistic schedules; “communications”
- Differences in phasing and paralleling (fast tracking)
- Using Gantt charts and modern networking techniques
- Use of Gantt charts (e.g. MS Project) in management reports
- Allocating and balancing resources
- Establishing performance baseline budgets, “control”
- The performance baseline

#### **Project Risk Management**

- What do we mean by “risk”?
- What is the process?
- Risk identification
- Analysis approaches
- How to handle risk

#### **Workshop:**

*Scheduling, Budgeting and Risk Assessment*

### Behavior Objectives

- Learn the different scheduling techniques and when to use them
- Learn and exercise how a WBS and good network logic help develop effective schedules
- Learn to determine Critical Path from ADM or PDM networks, how to analyse networks using PERT or CPM, and how to schedule slack or float to accommodate project risk.
- Learn and exercise how to apply these techniques to the use of scheduling software (e.g. MS Project).
- Developing resource histograms and capacity plans. Learn how to effectively level resources using MS Project
- Understanding modern performance metrics and Key Performance Indicators (KPIs). Learn the importance of critical path for controlling projects.
- Learn and exercise the development of a resource plan
- How to determine a performance baseline against which to measure variances (schedule and cost)
- Determine how to make a budget estimate
- Learn what risk is, the process by which risk is determined, and how to manage (plan for and control) risk.
- Risk policies, methodology, and process
- Correlation of project management method and risk process. Sources of risk in projects. Methods to identify risk (cause/effect, FMEA, Ishikawa diagrams)
- Qualitative vs. quantitative risk assessment. Use of a Risk Matrix, and methods for determining project risk contingencies.
- Risk mitigation and writing of contingency plans
- Participants will continue working on the project selected above. They will draw the network, determine the critical path, assign manpower and capital expenses, create the baseline budget, then level the manpower if there is uneven loading. Create a risk matrix for tasks with risk.



### Organizing Project Teams

- Functional, project, matrix organizations
- “Managing by Projects”
- Roles and responsibilities of line managers, project managers, and team members
- The importance of top management steering groups
- Learn the basic operations of functional, project and matrix organizations, their strengths & weaknesses
- Learn the respective roles and responsibilities of project managers, task leaders and team members in these organizations.
- The role of senior managers is to coach and mentor. Examples of project steering groups in world-class organizations are discussed.

### The Project Leader/Manager

- The basics of leadership
- A leadership model for continuous improvement
- Understand how leadership is defined and approaches (e.g. traits, styles, situations, functions) to improving one’s leadership

### Creating and Building the Project Team

- Developing the effective cross-functional project team
- Team decision-making delegation and consensus
- Effect of culture on team performance
- Effect of problem solving style on team performance and creativity
- Learn the difference between teams & groups and when one is preferred over the other
- Learn how to create teams, how to make team decisions, to reach consensus & solve problems
- Understand how team cognitive styles can be contrasting and/or complementary - leading to enhanced or reduced team performance.
- Learn how your team leadership style may aid or prohibit a team’s ability to do its best and how to counteract difficult situations

### Participation:

- *Discovering your Leadership Style*
- Conflicts between project team members, functional managers and project managers
- Improving the project managers/senior management interface.
- A self-test to determine your predominant style for leadership and for solving problems. This exercise is similar to the Myers-Briggs, but with emphasis on leadership.
- Participants determine their respective problem solving styles and experience how these styles can create conflict, how to avoid and use conflict.
- Learn how relationships can be improved



## Day 3

### Summary Outline

#### **Workshop:**

*The Project Planning Situation™*  
How does your style and others' enhance or inhibit project team performance

#### **Interpersonal Skills**

##### Improving communications

- Project offices and control rooms
- Three types of project review meeting
- Responding to conflict

##### Motivation and Empowerment

- Techniques to motivate individual team members
- Dealing with difficult people.

#### **Project Control Techniques:**

- Principles of progress monitoring
- Controlling quality, schedules and budget.
- Activity based performance measurement, earned value
- Types of reports and displaying progress

#### **Workshop:**

*Controlling a project. Forecasting completion time and cost at the end of the project*

### Behavior Objectives

- Participants form into teams and experience contrasting and similar problem solving styles.
- Working in teams participants experience how their style affects the team's performance in a simulated project situation.
- Improving communications through feedback, contact, e-mail, meetings, memos, records and other techniques
- Learn how to conduct meetings, use agendas, action items, minutes
- Learn what motivates different people and how to motivate as project manager
- Learn the Herzberg Motivators
- Learn how to deal with researchers and other creative people.
- Learn the basic requirements of project control
- Learn techniques to control quality, schedule and budget
- Using earned value metrics to control practical tasks. Determining key performance indicators for the project. Design a control system appropriate for the project.
- Participants working in groups will use the techniques learned to determine schedule and cost variances, and to predict the extended time of completion and cost at the end of the project (overrun) for a project where typical performance information is given



### The Course Schedule:

The Art of Project Management® normally is a three-day course that combines Tools and Techniques of Project Management and the People Side of Project Management into a cohesive fast-paced experience. However, this course is offered in 1-Day, 2-Day and 4-Day formats as well.

