

TOTAL SYSTEMS EDUCATION, LTD.

TSE038LI

PROJECT SCHEDULE MANAGEMENT WORKSHOP



Course Description

We've all heard it before, "Time is money!" A successful project often means producing quality deliverables within budgetary constraints, and delivered ON TIME! As Project Managers, we have limited authority with ultimate responsibility. Project teams need a systematic approach for estimating, building, and implementing the project schedule; easier said than done!

The course is designed to follow the Time Management Knowledge Area of the PMBOK (Project Management Body of Knowledge) in a very practical way. It helps prepare participants for developing realistic project schedules, while providing the added benefit of following the PMI® way.

Those involved with PMI and the Project Management Professional – PMP program are awarded 5 PDUs or "Contact hours". Upon client request, the workshop can be taught as a PMP Preparation session. **Our Global R.E.P. number is 1270.**

Upon completion of this five hour module of training, participants will be able to:

- ◆ Understand the importance of PMI's Time Management Planning in the real-world Project Environment.
- ◆ Effectively transition from the "Theoretical" Plan to the Project Schedule.
- ◆ Understand the Project Manager's role in developing a realistic schedule.
- ◆ Communicate the Project Status to Management and Sponsors for successful project completion.
- ◆ Understand and use the various estimating tools and techniques.
- ◆ Understand how to effectively use the scheduling engine in Microsoft Project®.
- ◆ Understand and use the various Schedule Compression tools and techniques.
- ◆ Understand the benefits of *Forward* planning, *Backward* scheduling.
- ◆ Understand the Importance of "Lessons Learned" Documentation and Project Management Plan updates.

Instructional methods for this five hour module are lecture, discussion, exercises, simulations, and workshops. Reference to and inclusion of the PMI® PMBOK are certainly included and applied to real-world situations. Session also has participant discussions and feedback of on-going project situations.

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Course Outline

I. Introduction and Course Objectives

- A. PMI® as a Resource
- B. The “Real World” Application of the PMBOK

II. Define Activities (aka Tasks)

- A. Inputs
 - 1. Scope Baseline
 - 2. Enterprise Environmental Factors
 - 3. Organizational Process Assets
- B. Scheduling Tools and Techniques
 - 1. Expert Judgment
 - 2. Decomposition
 - 3. Rolling Wave Planning
 - 4. Templates
- C. Outputs
 - 1. Activity List
 - 2. Activity Attributes
 - 3. Milestone list

III. Sequence Activities

- A. Precedence Diagramming Method (PDM)
- B. Dependency Determination
- C. Lead and Lag Time Modifiers
- D. Schedule Network Templates
- E. Project Schedule Network Diagrams
- F. Project Document Updates

IV. Estimate Activity Resources

- A. Resource Calendars
- B. Alternatives Analysis
- C. Published Estimated Data
- D. Bottom-up Estimating
- E. Using Project Management Software
- F. Resource Breakdown Structure
- G. Activity Resource Requirements



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V. Estimate Activity Durations

- A. Activity
 - 1. List
 - 2. Attributes
 - 3. Resource Requirements
- B. Estimating Tools and Techniques
 - 1. Analogous Estimating
 - 2. Parametric Estimating
 - 3. Three-point Estimates
- C. Expert Judgment
- D. Reserve Analysis

VI. Develop Schedule

- A. Schedule Network Analysis
- B. Critical Path Method (CPM)
- C. Critical Chain Method
- D. Resource Leveling
- E. What-if Scenario Analysis
- F. Applying leads and Lags
- G. Scheduling Compression
- H. Scheduling Tool

VII. Control Schedule

- A. Work Performance Information
- B. Schedule Control Tools and Techniques:
 - 1. Performance Reviews
 - 2. Variance Analysis
 - 3. Using Project Management Software
 - 4. Adjusting Leads and Lags
 - 5. Additional Schedule Compression
 - 6. Change Requests
 - 7. Update the Project Management Plan and Documents

VIII. Conclusion and Critique

- A. Review Major Topics/Issues
- B. Upon Request, Additional
 - 1. PMP Examination Preparation
 - 2. Specific PMBOK Issues
 - 3. Sample Questions and Answers
- C. Participants Critique Class

