

Project Management Essentials Program

Ten 2- and 3-day modules that can be taken individually or consecutively

The Program...

...is based on the knowledge areas of project management covering: integration, scope, time, cost, quality, human resources, communications, risk and procurement. Nine of the program's 10 modules can be taken in or out of sequence to complete the full program or separately as stand-alone modules to fill in knowledge and skill gaps. The final or tenth module, Project Integration and Program Capstone, is the only module requiring completion of the other 9 modules.

The program provides prospective and new project managers with the information and skills needed to plan and manage projects from idea generation to project completion.

Location: Algonquin College Corporate Training Centre
340 Albert Street, 11th Floor, Constitution Square, Ottawa

Time: 8:30 a.m. to 4:00 p.m. each day

Registration check-in starting at 8:00 a.m. Coffee and refreshments available starting at 8:00 a.m. Afternoon refreshment served.

TO REGISTER: Call **(613) 727-7729** or email training@algonquincollege.com

Module 1: Project Management: An Introduction to Managing Projects (2 days)

This module provides prospective and new project managers with an introduction to the project management framework: project life cycle, processes and knowledge areas. It also includes discussion around the origins of projects and how organizations make decisions about what projects to undertake.

At the end of this 2-day module, you'll be able to:

1. Apply common project management terminology in project discussions.
2. Identify the different phases of a project in a project life cycle.
3. Understand how projects originate and are selected in organizations.
4. Understand how project choice aligns with strategic direction in organizations.
5. Understand the structure and contents of the complete Project Management Essentials Program.

Topics

Overview of Project Management Essentials Program

- Program workshops and layout

Project Management Definitions

- What is project management?
- Review of project management terminology
- Discovering the PMBOK®

Project Management Framework

- The phases of a project

- Understanding project processes
- Project management knowledge areas

Strategy and Projects

- Needs assessment and pre-project planning

Project Selection and Prioritization Techniques

- Employing methods for project selection and prioritization

This module can be taken on its own or as part of our complete Project Management Essentials Program of 10 short-duration workshops.

Instructor: Maureen O'Hara
Fee: \$675 (plus GST)
Dates: November 19, 20, 2009
January 7, 8, 2009
March 4, 5, 2010

Module 2: Project Scope (2 Days)

Understanding the magnitude of any project, its products, services and anticipated results, is central to your role as project manager. As project manager, you are responsible for project scope over the life of the project.

At the end of this 2-day module, you will be able to:

1. Create a project charter document.
2. Understand how to manage scope throughout the project.
3. Know the techniques for managing scope change.

The program is divided into 10 two-and-three day modules spaced over several months to encourage the application of learning and transfer of skills to the workplace.



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Module 2: Project Scope (continued)

Topics

Elements of Project Scope

- Learn how to clearly define and verify the scope of a project
- Learn how to develop a project scope statement
- Learn how to control scope and minimize scope creep throughout the project lifecycle
- Learn how to manage scope change

Documenting Project Scope

- Apply the WBS (Work Breakdown Structure) methodology
- Realize WBS's value to scope management in providing necessary detail for project work

Project Charter

- Learn the purpose of a project charter
- Learn how to develop a project charter – the document that provides formal authority for the project

Exercise: Develop a Project Charter

This module can be taken on its own or as part of our complete Project Management Essentials Program of 10 short-duration workshops.

Instructor: Paul S. Adler
Fee: \$675 (plus GST)
Dates: December 16, 17, 2009

Module 3: Human Resources & Communications Management (3 Days)

Assembling the right people for the project is akin to "getting the right people on the bus." The project manager brings together the resources to get the job done on time, on budget and within scope. Effective communication, team building and human resource management are essential to project success.

At the end of this 3-day module, you'll be able to:

1. Identify and employ tactics for working with project stakeholders and personnel.
2. Apply human resources processes to build effective teams.
3. Develop a detailed communications plan.

Topics

Human Resource Processes

- Identify and understand the basic human resource processes in project management
- Identify the stages and characteristics of team development

- Learn how to plan, organize and manage a successful project team
- Learn how to create a learning culture on project teams

The Role of Project Manager

- Understand the roles and responsibilities of a project manager
- Name and use the best practices of top managers
- Deal with common dysfunctional behaviours on project teams

Communication Management

- Identify your personal communications operating style
- Learn how to use your style to communicate effectively with other operating styles
- Learn and apply techniques to improve the most essential project communication skills of listening and providing feedback
- Learn how to create an effective project communications plan
- Design a monitoring plan and learn how to gain support of teams to provide monitoring reports

Exercise: Develop a Team Charter

This module can be taken on its own or as part of our complete Project Management Essentials Program of 10 short-duration workshops.

Instructor: Maureen O'Hara
Fee: \$995 (plus GST)
Dates: January 13, 14, 15, 2010

Module 4: Time and Schedule (2 Days)

Establishing and monitoring project timelines is critical for project success. We've all heard the phrase "time is money." Managing the element of time, project schedules, priorities and sequencing allows for project completion within the specified time and on budget.

At the end of this 2-day module, you'll be able to:

1. Employ tools and techniques for developing and managing the project schedule.
2. Make adjustments to the project schedule when required.
3. Develop a project schedule

Topics

Dealing with the Constraint of Time

- Learn how to develop milestones
- Learn how to estimate duration and work/effort more accurately
- Know how to create realistic project schedules
- Learn how to do Pert analysis

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Module 4: Time and Schedule (continued)

The Project Schedule

- Understand how to produce a Network Diagram and Gantt Chart to clearly communicate project schedules
- Learn how to optimize (crash/fast-track) and control a schedule
- Know how to complete projects on time and manage stakeholder expectations
- Learn how to specify task dependencies/activity sequencing accurately and consistently

Exercise: Schedule Development

This module can be taken on its own or as part of our complete Project Management Essentials Program of 10 short-duration workshops.

Instructor: Paul S. Adler
Fee: \$675 (plus GST)
Dates: December 2, 3, 2009

Module 5: Budgeting and Costing (2 Days)

Budgeting and cost management is conducted from project inception through to completion. Consistent monitoring and reporting allows the project manager and team to take corrective action to resolve problems quickly and to address changes in the project's requirements.

At the end of this 2-day module, you'll be able to:

1. Categorize and account for direct and indirect costs.
2. Apply techniques for assessing schedule, cost and work completed.
3. Interpret earned-value calculations and variances to assess project status.

Topics

Estimating Project Activity

- Learn how to estimate activity, phase and project costs more precisely
- Understand the difference between cost estimating and cost budgeting
- Determine direct and indirect cost components
- Produce a realistic project budget

Evaluating Project Cost

- Understand how to apply Earned-Value Analysis techniques to control project cost
- Identify sunk costs and manage costs associated with project changes
- Know how to calculate total project costs

Exercise: Cost estimation, budget development and cost management exercises

This module can be taken on its own or as part of our complete Project Management Essentials Program of 10 short-duration workshops.

Instructor: James Ouellette
Fee: \$675 (plus GST)
Dates: January 11, 12, 2010

Module 6: Microsoft Office Project 2007 (2 day)

There are several project management software tools available to you as a project manager. In this module you will explore the use of Microsoft Office Project 2007.

At the end of this 2-day module, you'll be able to:

1. Start using Microsoft Office Project 2007.
2. Create and define projects and work with tasks.
3. Update dependencies and update resources.
4. Create project reports to report on project progress and completion.

Topics

Creating a Project

- Learn how to enter and update project tasks in MS Project
- Learn how to enter and work with tasks
- Create a project calendar and set scheduling options
- Review use of PERT Analysis, Gantt Charts and Network Diagrams in MS Project

Project Resources

- Learn how to enter and update resources, dependencies and costs into MS Project
- Create and modify resources and enter the project budget
- Track project progress and make modifications when project changes are introduced

Project Tracking and Report Generation

- Analyze your data and resource utilization
- Understand variances to address project issues
- Learn how to select, edit, display and print information from MS Project
- Learn how to determine the best format for displaying your data

Exercise: To learn and apply MS Office Project

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Module 6: MS Project 2007 (continued)

Instructor: James Ouellette
Fee: \$675 (plus GST)
Dates: November 24, 25, 2009
February 1, 2, 2010

Module 7: Project Risk (2 days)

Risk is about planning to deal with what might or might not happen. An event's outcome can have a positive or negative outcome on a project. Therefore, in project planning and throughout the project, risk must be identified, mitigated wherever possible, and its impact managed.

At the end of this 2-day module, you'll be able to:

1. Identify the opportunities and threats inherent in a project.
2. Integrate risk management into your project plan.

Topics

Managing Project Risk

- Learn the importance of managing project risks
- Examine risk response strategies for threats and opportunities
- Learn how to integrate and plan risk management into your project
- Learn how to identify and categorize project risks and create a risk register

The Probability of Risk

- Be able to conduct qualitative and quantitative risk analysis
- Learn the various methods of addressing those risks that are important to your project
- Conduct a stakeholder risk analysis

Exercise: Risk identification, risk register development and risk response planning for a project scenario

This module can be taken on its own or as part of our complete Project Management Essentials Program of 10 short-duration workshops.

Instructor: James Ouellette
Fee: \$675 (plus GST)
Dates: November 17, 18, 2009
March 1, 2, 2010

Module 8: Project Quality (2 days)

Project managers can employ proven quality management techniques to influence project quality and outcomes.

At the end of this 2-day module, you'll be able to:

1. Develop a plan for monitoring and controlling project quality.
2. Apply proven techniques for measuring project performance.

Topics

Ensuring Project Quality

- Understand the concept of quality in relation to satisfying the client's requirements
- Learn the differences between quality control (QC) and quality assurance (QA)
- Learn how to produce a quality management plan

Quality Monitoring and Control

- Know how to determine the project management maturity of your organization
- Understand how to analyze the causes of problems/defects in products or project
- Learn how to utilize checklists and flowcharts to produce deliverables that satisfy the clients' requirements
- Know how to plan for quality at the outset and throughout the project life cycle (PLC)

This module can be taken on its own or as part of our complete Project Management Essentials Program of 10 short-duration workshops.

Instructor: Paul S. Adler
Fee: \$675 (plus GST)
Dates: April 14, 15, 2010

Module 9: Contracting & Procurement (2 days)

Projects require resources: goods and services and human resources. Some of the resources may be available internally, while others must be procured through outside vendors or contractors. This workshop considers how procurement is conducted and the steps a project manager must take to get the best value suppliers.

At the end of this 2-day module, you'll be able to:

1. Align the project's procurement processes with your organization's procurement processes.
2. Engage professionals from within or external to your organization.

The Procurement Process

- Learn the procurement process and techniques used in each step of the process from deciding to procure through the tendering process to contract closure

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Module 9: Contracting/Procurement (continued)

- Identify key terms and documents used in procurement and what they mean
- Define the link between the procurement process and the project life cycle

Approaches to Pricing

- Understand various approaches to pricing and risk management in procurement
- Learn the main elements of an RFP including an evaluation and screening tool
- Learn approaches to creating proposals
- Understand bids and proposals from prospective vendors or contractors

Contracting

- Understand the key elements of a contract
- Ensure that the Statement of Work (SOW) contains a clear description of the deliverables
- Learn elements included in evaluation, negotiation and awarding of the contract

This module can be taken on its own or as part of our complete Project Management Essentials Program of 10 short-duration workshops.

Instructor: Maureen O'Hara
Fee: \$675 (plus GST)
Dates: May 13, 14, 2010

Module 10: Integration & Program Capstone (3 days) Pre-requisite Modules 1 to 9

This module is intended to bring together all of the learning and practice from the previous 9 modules and apply it to a project. The learners, formed into teams, will plan and implement a project simulation where they will apply the knowledge and experience they have gained in the previous modules. Learners will apply the sequence of processes that is required to effectively take a project idea from conception to conclusion.

At the end of this 2-day module, you'll be able to:

1. Plan a project from beginning to end.
2. Integrate knowledge learned from all modules.
3. Understand the techniques used to integrate projects through the life cycle.

Project Integration

- Define the purpose of project integration
- Learn how integration processes help to maintain a clear focus on client objectives

Project Planning and Implementation

- Plan and implement the project plan (simulation)
- Resolve project schedule and budget problems as they are encountered
- Practice change and risk management
- Resolve HR issues that are common to many project
- Exercise communications with the project stakeholders
- Monitor project progress and take effective control measures when necessary

From Idea to Conclusion

- Understand how the sequence of processes that is required to effectively take a project idea from conception to conclusion

Exercise: Plan and implement a project

This is the final module in the Project Management Essentials Program. Modules 1 through 9 are prerequisites for this module.

Instructor: Maureen O'Hara
Fee: \$995 (plus GST)
Dates: June 15, 16, 17, 2010

Upon completion of the each module participants will be awarded a Statement of Achievement indicating their completion of a module. Upon completion of the full program, participants will be awarded a Statement of Achievement for the **Project Management Essentials Program**.

The full program is 22 days in length with intake available on a module-by-module basis.

Modules include:

1. Project Management: An Introduction to Managing Projects
2. Project Scope
3. Human Resources & Communications
4. Project Time and Schedule
5. Budgeting and Costing
6. Microsoft Office Project 2007
7. Project Risk
8. Project Quality
9. Project Contracting & Procurement
10. Integration & Program Capstone

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Program Facilitators

MAUREEN O'HARA is a project management specialist, trainer and coach. She practices and coaches in the private, public and not-for-profit sectors.

Maureen's project management work experience spans managerial, consulting and board capacities, in Canada as well as internationally. These experiences have provided her with a better understanding of the complexities of organization and project development and have created a passion for finding holistic and enduring solutions to issues. Her breadth of work experience combined with her knowledge in diverse areas provides her with fresh perspectives.

Maureen is committed, energetic and results oriented. She has a great respect for the ability of people to develop. She brings integrity to her work and creates a sincere, caring, and fun environment with learners.

Education / Certifications

- MA International Development, Carleton University, 1998
- MBA, Queen's University, 1976
- BSc, Dalhousie University, 1973
- Graduate Certificate Executive Coaching, Royal Roads University, 2003
- Project Management Professional, Project Management Institute, 1998
- Certificate, Teaching Adults Lifelong Learning, Algonquin College, 2008

PAUL S. ADLER is a PMI-certified Project Management Professional (P.M.P.) with 33 years of IT-related business experience. He has managed numerous software and course development projects and has been involved in all aspects of the systems development life cycle. He is particularly experienced with establishing professional Project Management Offices in which project management tools and techniques are utilized on a consistent basis.

He has presented over 400 practical project management and Microsoft Project workshops to more than 5500 professionals across North America. Mr. Adler has provided on-site Project Management and Microsoft Project training to project managers at

Lockheed-Martin Astronautics and NASA contractors at Cape Canaveral, Florida.

He consistently applies a logical, systematic approach to project management training that is based on his scientific background and training experience. His techniques are derived from his expertise in managing projects as well as from his excellent communications skills and sense of humour.

Education / Certifications

- Bachelor of Science (Physics), York University, Toronto, 1975
- Project Management Professional, Project Management Institute, 2002

JAMES R. OUELLETTE is an experienced project director and manager with a 30-year record of successful management accomplishments. Jim's management experience includes the management of over 20 IT projects within the government and private sector and the establishment of project management environments for numerous clients.

He has over 14 years of national and international teaching experience, four years of which were fulltime. He has developed and taught numerous courses in software and computer engineering, project management and business analysis. He presently teaches project management part time at a number of universities in Canada. A successful 25-year Canadian Navy career provided Jim with numerous opportunities to lead multifunctional operational groups and to manage large complex projects.

Education / Certifications

- PhD Candidate - Organisational Management, Capella University, 2003
- MPM - Master of Project Management (Information Technology), University of Quebec, 2000
- BA - Bachelor of Arts (History and Computer Science), University of Manitoba, 1990
- ITIL Certification, 2005
- CBCP - Certified Business Continuity Planner, 2003
- PMP - Project Management Professional Certification, 2002
- CMII - Certificate in Configuration Management, Arizona State University, 1999



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