

Project Management Masterclass - specially developed to provide project management professionals with a comprehensive coverage of the three key determinants of project success

Requirements, Scheduling & Risk

This highly-acclaimed masterclass is designed for anyone who wants to go beyond basic project management to acquire the skills of a true professional. The course brings together, in a 3-day power-packed format, an in-depth treatment of the three most critical factors that determine project success - Requirements, Scheduling and Risk.

This course provides project managers and project team members with both the theoretical and practical knowledge required to identify, derive, analyse and manage project requirements throughout the entire project management lifecycle. It provides the linkages to project scope definition and planning, risk planning and schedule management.



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Please refer to our website for dates

Requirements, Scheduling & Risk

Project Management is a complex and multi-faceted discipline

This course addresses three of the most critical factors that comprise this complexity and that determine project success - Requirements, Scheduling and Risk. After briefly revisiting the fundamentals – project lifecycle, processes and knowledge areas - the course starts in the Initiation phase with stakeholder identification and analysis, linking this to requirements identification and analysis as well as communications and risk management. It positions the requirements management lifecycle within the generic project management lifecycle.

After stakeholder identification and analysis the course is structured on requirements identification and progressive elaboration, requirements analysis and baselining requirements.

It then focuses on development of a complete Work Breakdown Structure (WBS) and the linkage to a critical path schedule. Risk is examined primarily from a scheduling perspective by focusing on the major determinants of schedule risk. The course then follows Scope, Schedule and Risk Management through project implementation and close-down.

A requirements management model provides definitions and examples of functional, performance and general requirements. Emphasis is placed on general and specific techniques to identify and derive requirements.

In line with the PMBOK®, the course is strongly focused on the effective use of the team to achieve project objectives. The course includes team-based case studies and exercises to ensure competency rather than simply imparting knowledge.

Who Should Attend

This is not a beginners course, nor is it a fast track cram course. It is an advanced course designed for aspiring project management professionals who are serious about their profession. It builds on existing project management skills to delve into and develop the specialist knowledge areas of requirements management, scheduling and risk management and to thereby significantly improve your competence in the workplace.

Learning Outcomes

- Conduct a stakeholder analysis as input into stakeholder risk identification, requirements identification and prioritisation, and communications planning
- Identify and document functional, performance, technical and general requirements
- Identify requirements risk with the focus on schedule risk
- Use a variety of tools and techniques to develop requirements
- Use various methods to review requirements with stakeholders and baseline requirements
- Identify and use versatile tools to facilitate setting project objectives, validating requirements and work packages and identifying stakeholders and risk events
- Use the WBS as the central link to Scheduling, Budgeting and Risk Management
- Learn advanced techniques for project duration and cost estimating
- Learn techniques to develop and critically analyse a critical path schedule
- Develop and manage project threats and opportunities
- Use a rigorous change management process to perform an impact analysis and analyse dependencies
- Understand the terminology, processes and components of risk management
- Understand the importance of stakeholder management
- Develop a risk management plan
- Communicate with the project stakeholders to identify risks
- Analyse the risks for potential probability and impact to the project
- Facilitate the experts to formulate strategies to deal with the risks
- Identify time, cost, scope and quality implications of the strategies
- Develop a “lessons learned” repository to capture vital project information
- Identify levels of testing to validate requirements and document results
- Close down the requirements

Pre-requisites

Participants should have a good knowledge of the basics of project management as covered in the 2-day Fundamentals of Project Management course.

Requirements, Scheduling & Risk

Course Contents

1 Overview of Project Baselines

- Review of the foundations of project management
- Development and significance of project baselines.

2 Building a Winning Team

- **Stakeholder Management**
 - The importance of stakeholder management
 - Stakeholder identification and analysis
 - Linkage to requirements identification and analysis
 - Critical relationship to scope, communications and risk management.
- **Leadership**
 - The essential elements of leadership in the project environment
 - Guidance on a number of models designed to facilitate building of a high-performance team.

3 Requirements Management

- **Requirements management plan**
 - Review of a multi-step model
 - Identification and elaboration of requirements
 - Requirements change management
 - Requirements testing
 - Closing down of requirements.
- **Requirements traceability**
 - The importance of requirements traceability, both forwards and backwards
 - Requirements management template
- **Techniques for Requirements Prioritisation**
- **Change Management**
 - The source of requirements change
 - Processes to manage changes
 - Useful tools
- **Base-lining**
 - A process to baseline requirements
 - Requirement baseline's relationship to the overall project baseline.
- **Close-down – The process required to effectively close-down the requirements.**

4 Project Scheduling

- **Project scope management**
 - Using progressive elaboration to develop an effective and complete deliverables-based Work Breakdown Structure (WBS)
- **Resource management**
 - Guidelines and tools for resource allocation
 - Techniques to develop the team to gain commitment
 - Defining accountability and responsibility
- **Developing a schedule**
 - The processes required to develop a dynamic project schedule
- **Estimation**
 - Tools & techniques for activity duration estimating including PERT
- **Critical Path**
 - Identifying the critical path to define the overall project baseline
- **Resource levelling**
 - Identifying the activity float to effectively manage the available resources
- **Schedule acceleration**
 - Techniques to allow you to negotiate the schedule variables with the stakeholders
- **Base-lining**
 - Checking the schedule for key dependencies and establishing the baseline

5 Risk Management

- **Introduction to Risk Management**
 - The language and characteristics of risk management
 - Where risk fits into the project life cycle
 - How risk management impacts the overall project baseline
- **Standardisation**
 - The benefits of standard risk management process.
- **Risk management plan**
 - The methodology of how you will manage the risks in a standardised and structured approach
- **Risk Identification**
 - Who to involve in the process and various methods of extracting risks from the key stakeholders
- **Risk Analysis**
 - Analysing each identified risk for its probability of occurrence
 - The perceived impact to the project should the risk occur
- **Risk Prioritisation**
 - Whittling down your list of risks to a prioritised list which you can focus your attention on resolving
- **Risk Strategies – Identifying various options for dealing with the list of prioritised risks.**

6 Bringing It All Together

Special Features

- When you attend this course you will receive a comprehensive course workbook including PMBOK®-aligned reference notes
- An information gathering technique (Nominal Group Technique - NGT) is used at the conclusion of each day's training to compile a prioritised list of the project management concepts, tools and techniques. This list is identified by participants and represents their thoughts on what they can take back to the workplace and implement into their daily work practices. This has proven to be very useful input into organisations' project management capability development programs.

In-House Training

This course is available for in-house presentation. Telephone 09 359 7404 or email learn@alctraining.co.nz for further information.

Project Management Education Program

ALC offers a comprehensive training program for Project Managers at all levels. Our courses are taught by leading practitioners with extensive "real world" experience. You don't get just the theory.

PRINCE2 Foundation/Practitioner

Five-day program provides an extended theoretical and practical knowledge of PRINCE2, the non-proprietary best practice model that ensures project delivery is on time, on budget and of high quality. Designed for current or aspiring project management professionals who need to fully master this leading PM method and at the same time obtain a globally-recognised certification.

MSP Foundation/Practitioner

Projects and programmes are different, which means they need a different management approach and a higher level of governance. Projects exist and thrive on certainty of outcome, whereas programmes exist and evolve in more ambiguous environments. This five-day course provides a thorough coverage of MSP, the world-leading best practice model for programme management.

Requirements, Scheduling & Risk

Project Management is a complex and multi-faceted discipline. This 3-day masterclass has been specially developed to provide project management professionals with an in-depth understanding of the three key determinants of project success. Featuring case studies and workshop-style exercises, the course will take you to the next level of project management competency.

Fundamentals of Project Management using PMI's® PMBOK®

Two-day course provides a comprehensive coverage of the fundamentals of the PMBOK® method, defining the key skills needed for successful project management. This is the ideal starting point for anyone new to PM working towards the globally recognised Project Management Professional (PMP®) certification.

Schedule and Cost Management

This workshop provides an in-depth knowledge, both theoretical and practical, of the essential processes required for successful Time Management, Cost Management and Resource Management as per the Project Management Institutes (PMI) Project Management Body of Knowledge (PMBOK®).

Internal Consulting Excellence

This three-day course is designed for anyone providing services to internal or external customers, no matter where your original expertise lies. Maximise you and your department's effectiveness and value with a highly successful and proven 9-step approach to best practice consulting.

For more information please contact ALC
learn@alctraining.co.nz

HOW TO REGISTER

-  Register Online
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-  Fax the Enrolment Form below to:
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-  Any queries please call Customer Service
Tel: 09 359 7404 or 0800 540 161
-  Post the completed Enrolment Form to:
ALC Training NZ Limited
Level 31, Vero Centre,
43 Shortland Street, Auckland 1040

COURSES

FEES: (per delegate) All fees are GST exclusive	NZ\$	Single	2 or 3 10% disc.	4 or more 25% disc.
Requirements, Scheduling & Risk (3 days)		1950	1755	1460
Fundamentals of Project Management (2 days)		1350	1215	1010
Both Courses (5 days - 20% discount)		2640	2375	1980

VENUE: The course will be held at a high quality centrally-located hotel. Full details will be on your confirmation letter and can also be found on our web site.

COURSE INFORMATION: The course is held from 9.00am to 5.00pm and registration is from 8.30am. Fees include lunch, refreshments and all course materials.

TERMS and GUARANTEE: To ensure your admission to the course, fees are payable in advance. To guarantee your satisfaction we offer a money-back or full credit policy. Details will be on your confirmation letter and our website. Cancellations with full refund will be accepted up to 10 working days before the course. After that time no refunds can be given, but substitutions may be sent at any time.

**SAVE
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ENROLMENT FORM

- Requirements, Scheduling and Risk



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