



CENTRAL PIEDMONT COMMUNITY COLLEGE

CORPORATE & CONTINUING EDUCATION

Course Number: CCP 7002

Last Revised On:

Course Title: Project Management for Consulting Professionals

Course Hours: 16

Description:

Whether the project is comprised of multiple team members with different talents or an individual service provider, understanding how to plan, schedule and control a project is an **essential** skill for the consulting professional. Delivery of a consulting project “on time” and “on budget” to a satisfied client *does not happen by accident*.

Objectives:

- Describe the emphasis of project management in today’s business environment
- Describe how effective Project Management affects Service Quality
- Describe the process of developing the Conditions of Satisfaction
- Write a Project Charter for a project using the language of a specific industry
- Develop a Work Breakdown Structure
- Describe how to conduct a Joint Project Planning session
- Utilize Network Diagrams and Affinity Diagrams
- Effectively use PERT, GANTT, and CPM as tools for forward and backward scheduling
- Explain the relationship between resource allocation, leveling strategies, and activity duration
- Utilize a skills matrix to schedule people to project activities
- Describe how to manage vendor relationships
- Describe the components of an effective project team: Project Manager, Core Team, Client Team, Contracted Team
- Describe the importance of the Communications Plan
- Measure and analyze variances from the project plan
- Examine appropriate actions to restore a project to its planned schedule
- Describe how to identify and manage changes in scope
- Identify corrective measures and problem escalation strategies
- Describe the steps needed to effectively close a project
- Develop a closing strategy for a project
- Explain the relationship between organizational structure and project management
- Describe issues related to managing projects that cross organizational boundaries
- Describe how project management contributes to continuous quality improvement programs



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Content:

- Introduction to the Course
 - Program Overview and Learning Objectives
 - Understand how the changing business climate has impacted project management
 - Understand the emphasis of project management as part of the business environment
 - Review and appreciate the need for project management training and the specific training needs of project managers
 - Agenda Overview
 - Participant Expectations Exercise

- Definition of Terms Used in the Course
 - The “Project”
 - Project Manager
 - Technical Skills
 - Project Management Process Skills
 - Leadership Skills
 - The Project Manager Works with *Everyone*
 - Project Management
 - What is it?
 - How does it fit in?
 - Why should anyone care?

- Professional Service Quality
 - Understand the issues which impact Service Quality
 - Explore and understand the 5 constructs of Service Quality
 - Provide an overview of causes relating to Service Quality gaps
 - Understand how effective Project Management affects Service Quality

- The Project Management Framework
 - Define a project and its parameters
 - Review classifications of project types
 - Review the Project Management Body of Knowledge (PMBOK)
 - Understand project terminology
 - Define project management and the associated management principles
 - Understand the relationship between people management and project management
 - Understand the phases of the project management life cycle
 - Understand project risk vs. business value
 - Examine and understand the project plan as a model



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- Project Definition Methods and Tools
 - Explain, understand and develop the process of developing the Conditions of Satisfaction
 - Understand the approach to project strategy formulation
 - Define the basic parts, function and approval process of the Project Charter
 - Write a Project Charter for a project idea using the language of a specific industry
 - Understand the role of the Project Charter in the project management life cycle
 - Understand the application of the Focus Arrow
 - Construct and apply the priority matrix
 - Establish measurable criteria for project success
 - Identify risks and approaches to risk management (SWOT and other PMBOK methods, FMEA)
- Identifying Project Tasks
 - Understand the significance of the Work Breakdown Structure as a planning and reporting tool
 - Understand the definition of importance of critical path and “float time”
 - Understand the importance of the completeness criteria to your ability to manage the work of the project; i.e., *focus on the Close Out process and Lessons Learned*
 - Determine which of the approaches to use for generating the Work Breakdown Structure for a given project
 - Generate a complete Work Breakdown Structure
 - Conduct a Joint Project Planning session to generate a Work Breakdown Structure
- Estimate Activity Duration
 - Understand the difference between effort and duration
 - Understand when to use a particular estimation technique
 - Examine methodology use and application
 - Develop estimates for current project activities
- Building the Schedule
 - Construct a network representation of the project activities
 - Identify the critical path in the project
 - Use advanced network dependency relationships for improving the project schedule
 - Utilize Network Diagrams and Affinity Diagrams
 - Analyze the network for possible schedule compression
 - Use the critical path for planning, implementation and control of the project activities and ensuring flexibility
 - Use PERT, GANTT and CPM as tools for forward and backward scheduling
- Resource Management
 - Understand the core concepts of Resource Management
 - Understand the relationship between resource allocation, leveling strategies, and activity duration



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- Understand creative ways to assign resources to meet project schedules
- Use a skills matrix to schedule people to project activities
- Understand how to manage vendor relationships
- Provide fundamentals of building and utilizing effective teams
- Understand and define the components of an effective project team: Project Manager, Core Team, Client Team, and Contracted Team
- Describe the characteristics of an effective project team member
- Understand the differences in roles and responsibilities of core vs. contracted team members
- Examine how to help contracted team members become part of the team
- Learn how to use substitute resources as well as recruit and develop contractors

- Monitoring and Controlling Progress
 - Understand the reasons for implementing controls on the project
 - Developing, utilizing and delegating the Communications Plan
 - Learn to measure and analyze variances from the project plan
 - Examine the appropriate corrective actions to restore a project to its planned schedule
 - Understanding the Project Manager as a project resource
 - Practice project management tools to track project progress and identify warning signs of schedule problems
 - Reallocate resources to maintain the project schedule
 - Learn to identify and manage changes in scope
 - Learn to properly identify corrective measures and problem escalation strategies

- Project Close Out
 - Understand the steps needed to effectively close a project
 - Develop a closing strategy for a current project
 - Learn to identify and prevent barriers to closing
 - Understand how and when to implement Lessons Learned
 - Identify the components of project documentation
 - Conduct a post implementation audit
 - Explain the significance of each post-implementation audit question

- Enterprise Considerations
 - Explain the relationship between organizational structure and project management (matrix management vs. line management)
 - Understand the issues concerned with managing projects that cross organizational boundaries
 - Use project management tools and techniques in the systems development life cycle
 - Use project management tools and techniques in new product development and creative selling
 - Understand how project management contributes to continuous quality improvement programs



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- Session Closing
 - Review of Lessons Learned and how to apply them
 - Reinforce commitments for continued professional development
 - Questions and Answers
 - Evaluation of session and content

Prerequisites:

- CCP 7000 Professional Consulting Skills or CCP 7001 Selling Services and Solutions

Method of Instruction:

- Lecture, Discussion, Role Play, Demonstration

Evaluation:

- Participation and demonstration of skills