
Managing Successful Projects

National Competency Standard (BSB07)
BSBPMG510A Manage projects



Participants are asked to prepare for this course by considering a project they have recently completed or on which they are about to start work.

Aim

This course introduces the project management skills and tools required to define, plan and implement projects, meet deadlines and keep budgets under control. The skills are presented in the context of a real project and participants apply the skills to a project of their choosing. This course follows the Tasmanian State Government project management guidelines as defined at http://www.egovernment.tas.gov.au/themes/project_management.

Audience

This course is aimed at business owners, managers, supervisors, government employees and project managers who want to improve their project management skills.

Duration

Two days.

Course Outcomes

1. Understand the project management role and responsibilities.
2. Define project objectives, constraints and assumptions.
3. Prepare a project plan.
4. Plan project governance.
5. Plan project tasks, durations, milestones and dependencies.
6. Identify and manage project resources.
7. Estimate project costs.
8. Prepare a scope change plan.
9. Prepare a stakeholder management plan.
10. Identify reporting requirements.
11. Prepare a risk management plan.
12. Prepare an outcomes realisation plan.
13. Optimise the project plan.
14. Track project progress and respond to problems.
15. Evaluate project success.

Optional Assessment

This is a nationally recognised training program. Participants who successfully complete the optional assessment component of this course will receive a Statement of Attainment for the unit of competency outlined above. The assessment comprises a case study assignment designed to demonstrate competence. Participants who choose not to be assessed will receive a Certificate of Attendance.

The case study assignment is completed in the participant's own time.

Course Content

About this course

Introduction

- What is a project?
- Stages of a project
- Project development strategy
 - Sequential
 - Incremental
 - Evolutionary
- Project duration
- Key elements in the project life
- Key elements v project stages
- Project size
- Key elements v project size
- Project documentation
- Why projects fail

Initiate stage

- Selecting a project
- Comparative benefit model
- Numerical selection models
 - Payback period
 - Return on investment (ROI)
 - Net present value (NPV)

Scoping and planning stage

- The Project Plan
- Project objectives
- Project outcomes/benefits
- Project activities
- Project outputs & Project Customers
- Planning project activities and Milestones
 - Top down design, Phases and Sub-Phases
 - Grouping tasks
 - Milestones
 - Work Breakdown Structure
 - Estimate task durations
 - Techniques for estimating
 - Task dependencies and constraints
 - Task constraints
 - The Critical Path
 - 'Above the line' and 'below the line' tasks
- Resources
 - Obtain approval for resources
 - Develop the resource management plan
- Costs estimation
- Assumptions
- Constraints

- Prepare a Scope Change Plan
 - Governance
 - Stakeholder management
 - Communications strategies for stakeholders
 - Reporting requirements
 - Risk management
 - Identifying risks
 - Identify high risk tasks
 - Identify budget risks
 - Identify resource risks
 - Formal techniques for recording and managing risks
 - Costing risks based on probability and consequences
 - Ongoing risk management
 - Issues management
 - Optimise the project plan
 - Optimise the project plan to meet the finish date
 - Optimise the project plan for resources
 - Optimise the project plan to meet the budget
 - Save the baseline plan
 - Prepare the project filing system
- #### Implementation stage
- Set up methods for communicating project information
 - Collecting project data
 - Record progress and respond to updates
 - Identify schedule problems
 - Put tasks, phases, or the project back on schedule
 - Identify cost problems
 - Changing scope or quality to reduce costs
 - Respond to changes in scope
- #### Finalisation stage
- Outcomes Realisation Plan
 - Transition arrangements
 - Communication
 - Evaluation
 - Review final project information
 - Review lessons learned

Glossary