COURSE SYLLABUS

Project Management Level II: Execution, Controlling, & Closing

In this Intermediate/Advanced Project Management course, students delve deeper into project management concepts including task analysis, critical path method, planning, project timelines, and ongoing monitoring.

Group classes in NYC and onsite training is available for this course. For more information, email corporate@nobledesktop.com or visit: https://training-nyc.com/courses/advanced-project-management-training

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Course Outline

The Project Team

Team Development

- Assembling a Team
- Project Kickoff Meeting
- Characteristics of Effective Teams
- Barriers to Teams

Stages of Team Development

- Stage 1: Forming
- Stage 2: Storming
- Stage 3: Norming
- Stage 4: Performing

Budgets & Costs

Types of Costs

- Resource cost rates
- Reserve analysis
- Contingency budget
- Cost of quality

Determining Activity Costs

Estimate Activity Costs

Determining Project Budget

- Calculations
- Total Budgeted Cost (TBC)
- Time-Phased Budget
- Cumulative Budgeted Cost (CBC)

The Execution Phase

Determining Actual Costs

- Determine Actual Cost
- Compare Actual Cost to Budgeted Cost
- Actual Accumulated Cost by Period
- Cumulative Budgeted & Actual Cost Curve

Determining the Value of Work Performed

- Determine Value of Work Performed
- Earned Value (EV)
- Cumulative Earned Value

Cost Performance & Project Status

- Analyze Cost Performance
- Measure Project Status

Cost Analysis

- Analyze Cost Performance
- Cost Performance Index (CPI)
- Cost Variance (CV)
- Estimating the Cost at Completion
- Forecasted Cost at Completion (FCAC)

Controlling Costs & Corrective Action

- Cost Control Steps
- When to Take Corrective Action

Limited Resources: Leveling & Smoothing

Resource Leveling

Resource Limited Scheduling

Risk Management

Risks & Issues

- Identify Risks
- Risk Assessment
- Probability & Impact Matrix
- Risk Appetite

Common Types of Risks

- External Risks

- Single Point of Failure

Risk Mitigation

Common Ways of Dealing With Risk

Project Communication

Meetings

- Project Kickoff Meeting
- Different Types of Meetings

Reports

Different Types of Reports

Plans

- Project Plans
- Document Control Plan
- Project Communication Plan

The Closing Phase

Final Payments

Staff Recognition & Evaluation

Post Project Evaluation

Lessons Learned

Archive Project Documents

Customer Feedback

Early Project Termination

Agile Project Management

Overview of Agile

The Agile Manifesto

Agile vs. Waterfall

Agile Frameworks

Scrum

- Scrum Concepts
- Scrum Roles
- Why is Scrum So Popular?
- When Scrum Works Best

Kanban

- Kanban boards
- Work-in-Process (WIP) Limit

Extreme Programming (XP)

- Extreme Programming (XP) Activities

- Designing
- Coding
- Testing
- Listening