

# FUNDAMENTALS OF

# Project Management

In **TWO DAYS**, learn the skills you need to manage a project successfully from beginning to end.

**How to successfully orchestrate the people, resources and tasks it takes to bring any project in on time and within budget**

## ***THERE'S MORE TO BEING A PROJECT MANAGER THAN MEETS THE EYE:***

Knowing the “hard” skills of project management (planning, scheduling, budgeting and all the rest) is only half of it. The other part of the job — and often the most challenging for newcomers — requires proficiency in such critical areas as communication, team building and leadership.

This course provides in-depth instruction to help you become a disciplined, well-organized and highly effective project manager.

## ***Who will benefit most?***

- Self-taught project managers seeking formal training and new skills
- Project teams having trouble juggling their tasks and responsibilities
- People with limited experience in spearheading a project
- Anyone about to step into a project manager role for the first time



## ***STEP-BY-STEP COACHING WILL HELP YOU:***

- *Set and communicate objectives*
- *Create sound budgets*
- *Schedule tasks*
- *Assign responsibilities*
- *Implement plans*
- *Control expenses*
- *Assess and manage risks*
- *Ensure follow-through*
- *Evaluate results*
- *Monitor and report progress*
- *Recruit team members*
- *Deal with constraints*
- *Anticipate changes*
- *Prioritize needs*
- *Renegotiate deadlines*
- *Close down your project*
- *Celebrate success*

**Good project managers are becoming central figures in the quest to stay competitive. Start leading your team toward success today!**

This course qualifies for PDU and CPE credits. See page 7 for details.

# BEING A PROJECT MANAGER IS NOT JUST A JOB — IT'S SEVERAL JOBS WITH MANY RESPONSIBILITIES THAT ALL FALL ON ONE PERSON

Project managers wear more hats than almost anyone. They're planners, schedulers and big-picture thinkers. Project managers must be team builders, coaches and motivators. They need to know how to negotiate for more time, more resources and fewer changes. They've got to be smart risk takers, turn-on-a-dime decision makers and communicators extraordinaire.

**This two-day workshop is the most practical and comprehensive introduction to the many facets of project management you'll find anywhere.**

As a participant, you will get a thorough briefing in the nuts and bolts of planning, scheduling and budgeting. You'll discover the communication skills it takes to get ideas, instructions and requests across quickly and accurately. You will learn how to stay on top of deadlines and expenses, ways to rebound quickly from surprises and setbacks and how to get the best from people who don't normally report to you.

Everyone who attends this workshop will come away in a strong position to lead any project with confidence and discipline — from drawing board to finished product.

## ***This is multidiscipline training that will make you a better all-around project manager.***

- Learn the imperative questions to ask before you even begin — get the information that will make certain you key in on what is expected, by when and at what cost
- Practice using the planning and scheduling tools professional project managers use (GANTT charts, the critical path method, work breakdown structures, project management software and others)
- Discover the best places to find the people you'll need, how to articulate the kind of skills, attitudes and work habits you're looking for and ways to pry the people you want from their own work, maybe even from a reluctant boss
- Implement the controls and safety nets you need to establish early on: learn how to set (and meet) milestones, gain confidence to negotiate for new deadlines if necessary, motivate a team losing interest and determine what to do when plans change midstream — or when “Murphy's Law” hits your project in a big way

## ***That little project you handled so nicely just earned you a bigger assignment.***

It's a plum of a project with high visibility, lots at stake for your organization and all the variety and new challenges you could ask for.

You got it because you have a knack for getting things done. You are organized, committed, eager to succeed and you've shown you can take the ball and run with it when called upon.

But this project's different. You'll need a solid team instead of a helper or two. You're up against deadlines that don't budge. There is significant funding involved and a project sponsor who expects results, not excuses.

***Make sure you're up for it and plan now to attend this two-day program.***

# DEVELOP SKILLS THAT WILL SERVE BOTH YOU AND YOUR ORGANIZATION WELL

## ***You'll become proficient in an area with huge payoff potential.***

Good project managers are worth their weight in gold. That's because they know how to make things happen, push products to market faster and launch new operations (or dismantle old ones) with finesse, efficiency and diplomacy.

Given the shortage of qualified project managers, upper management is often forced to draft people into service and hope they'll learn as they go. As a result, few actually develop the critical skills it takes to approach the job with the discipline and tools necessary to do it right.

## ***You'll learn the hard, practical skills of project management.***

You'll get hands-on practice using the various scheduling, planning and monitoring tools to keep you on top of any project, large or small. With a solid grounding in these time-tested tools (and an awareness of new software help that's available), you'll be able to develop timelines and budgets with greater accuracy, see how actual progress compares with planned outcomes and spot potential problems long before they spell major trouble.

## ***You'll gain the all-important people skills as well.***

As the point person on the project, the way you relate to your client, your team, outside suppliers and contractors is critical to your project's success.

You'll pick up specific tips on the best way to negotiate for more time or money, how to motivate a team that's lost its edge or is going in 10 different directions and what to do if you're asked to make changes you can't possibly deliver.

## **OUR TWO-DAY FORMAT LENDS ITSELF TO IN-DEPTH INSTRUCTION.**

This course is carefully constructed to make the best use of your time. To ensure everything you learn is relevant — and to help make it stick — we'll use a combination of proven training methods, including:

### ***Trainer-led discussions***

Your leader is a project management expert whose two-day goal is to prepare you for the realities of your new role. Through case studies, right way/wrong way demonstrations and examples drawn from the real world, you'll gain a big-picture understanding of what it means to be a project manager in today's workplace. Plus, you'll have the opportunity to get any questions answered on the spot.

### ***Group exercises and discussion***

Collaborative learning (sharing personal experiences, listening to your peers, working together to find answers) is a highly effective way to gain — and give — knowledge. The exercises you'll take part in are designed to bring to life the principles and practices you'll need to master as a good project manager.

### ***Hands-on simulations***

Learning by doing sharpens any newly acquired skill. These practice drills let you put your new skills to the test by applying them to real-world scenarios. You'll begin to see how things work, where you need more coaching and what the results look like.

# Course highlights

1

## **How to begin every project with your eyes wide open**

*Making the effort up front to get your arms around a project will save you time, money and aggravation down the road. You'll see why this preliminary defining step is the cornerstone on which any successful project will rest.*

- Goals? Objectives? Desired outcomes? How to determine *precisely* what your project is expected to accomplish
- An 11-point checklist to make sure you and the project sponsor are on the same page right from the beginning
- Questions to ask that will bring any and all constraints — involving money, performance and deadlines — to the surface early on
- How to avoid the “flat forehead syndrome” using team brainstorming to identify all required tasks well in advance
- What work truly deserves “project status” — the pros and cons of project management
- Team and individual assessment: Do you have the right people, with the right skills, to do the job? Are *you* the right person to be leading this project?

2

## **The planning it takes to pull off a glitch-free project**

*Almost any project is full of mistakes just waiting to happen. But with foresight — and a good grasp of proven management tools — it's possible to circumvent most of the pitfalls that can derail a poorly planned project.*

- Work breakdown structure — what it is, how it works and ways to use it to consolidate and prioritize tasks
- Exercise: Develop an actual work breakdown structure
- How to determine the time it takes to do a task — a nearly foolproof formula to help you arrive at a realistic time frame
- GANTT charts and critical paths: 2 scheduling tools to help you spot potential conflicts and fine-tune your timing
- 7 steps to create a budget that's realistic, manageable and flexible
- Risk management: how to build in time and money cushions to soften the blow of unexpected developments
- What to look for when you put together your “on loan” project team: personality traits and skill sets to weigh, how to get recruits (and their own managers) to say yes, clarifying roles up front

3

## **How to set your project in motion**

*You know where you're going. You've mapped out a plan. Now the challenge is to get your project up and running — and keep it in high gear. What will it take to implement your plans? Your job description just grew to include effective communicator, shrewd negotiator and powerful motivator.*

- Put it in writing? Call a meeting? Send an email? Set up a one-on-one? Your communication options and when to use each
- An 8-point checklist for productive team meetings
- When you have bad news — ways to soften the blow without sugarcoating the facts
- Exercise: What to do when you're hit with something unexpected that could wreak havoc with your progress — How do you, as project manager, respond effectively to surprises or out-of-the-blue changes?
- Ways to develop a balanced team — how diversity can add to innovation and lessen the dangers of groupthink

# **A 6-step game plan that practically guarantees every project under your direction will come together as planned, on time and within budget**

- Planned vs. actual — how a GANTT chart can alert you to any serious deviations from plan
- The importance of meeting milestones and the domino effect of missing them by even a little
- Minding the money — how to cope with cost overruns and ways to minimize their effect
- Excuses and blaming, habitual lateness, paralysis of analysis and other red flags indicating your project may be heading for trouble

- “Crashing” a project: what it means, when to do it and how to predict its outcome
- Lessons in project problem-solving: specific steps to take when ...
  - Shoddy work or mistakes repeatedly undermine progress
  - Work overload threatens team burnout
  - Once-reasonable deadlines become impossible to meet
  - Time and money are suddenly in short supply

## **Why you need to keep a close watch on your project’s progress and how to do it**

4

*Early successes can easily foster a false sense of security. If you’re not continually monitoring key indicators — deadlines, costs, milestones, adherence to plan — you may be setting up your project (and yourself!) for a major setback. The tools and techniques you’ll learn here will help you keep your finger on the pulse of your project at all times.*

- How to decide whether your project has met all the objectives — key questions to ask yourself before making final delivery
- An 8-point checklist to help ensure you’ve covered all the bases, including:
  - Settlement of all project-related bills
  - Timely, orderly release of borrowed team members, paid consultants and internal advisers

- Writing the end-of-project report
- Disposition of project materials, supplies and spare parts
- Abandoned projects: the salvage value to look for if, for some reason, your project gets scrapped midstream or shelved upon completion

## **Closing up shop — how to deliver your completed project**

5

*After all you’ve been through — laying the groundwork, doing the planning, implementing it all and constantly checking your progress — wrapping up a project seems almost anticlimactic. But there’s still important work to be done, and this session walks you through the close-out phase of your project.*

- What went right — and why? What went wrong — and how would you do things differently? Any lessons to share with your successors? Any insights your client might appreciate? You’ll learn ways to evaluate your team’s performance so you can leverage your experiences for the next project

- Keeping the project spirit alive within your organization by celebrating your success: You’ll come away with a wealth of ideas to reward team members, acknowledge your project’s contribution (to your organization, perhaps even to your industry) and create the kind of goodwill that makes people want to be a part of your next project team

## **Critiquing your performance and celebrating your success!**

6

*Before you put your project to bed — and while everything is still fresh in your mind — you need to look back and learn from the past.*

## On-Site Training Solutions

### Get the Results You're Looking For!

Bring our powerful, high-impact training programs to your organization and show your employees you're serious about their professional growth and achieving critical organizational goals and objectives.

### Choose From Over 150 Courses!

From management development to customer service, our comprehensive library of courses provides a learning experience that is engaging, interesting and intriguing!

### Tailor the Training to Meet Your Specific Needs!

We'll help you choose the appropriate courses for your organization and tailor each one to address your specific goals, issues and scheduling concerns.

### Maximize Your Training Budget!

On-Site Training allows you to train work groups, teams and entire departments for less than the cost of traditional public seminars or other training options.

Give your staff the skills, knowledge and confidence they need to meet tough workplace challenges head-on, realize their full potential and perform at their peak.

For a free consultation, visit us online at  
**careertrack.com/onsite**  
or call us at  
**1-800-944-8503**

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### Continuing Education Credit

CareerTrack offers Continuing Education Credits based on program length and completion. Credits are issued according to the National Task Force for Continuing Education guidelines, and approval is at the discretion of your licensing board. **Questions and concerns should be directed to your professional licensing board or agency.**

CareerTrack is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: [www.learningmarket.org](http://www.learningmarket.org). This course qualifies for 12 CPE credits. To obtain a certificate documenting your CPE credits, please visit <http://www.careertrack.com/certificate>. Certificates will be available 10 days after your event has ended.

### Professional Development Units (PDUs)

As a Registered Education Provider (R.E.P.), CareerTrack is approved by the Project Management Institute (PMI)<sup>®</sup> to offer Professional Development Units (PDUs). This course qualifies for 11 PDUs.\*

\*PMI is a registered mark of the Project Management Institute, Inc.

## REGISTRATION

**Enroll Today!** Hurry, our seats fill *fast*. Guarantee your enrollment by paying your tuition today. You will receive a confirmation once your registration is complete.

**Payment is due before the program.**

**Quick Confirmation!** To receive your confirmation within 48 hours, please complete the Quick Confirmation section of the registration form. Be sure to provide us with your email address and/or fax number.

### Program Schedule

Check-in: 8:30 a.m. – 9:00 a.m.

Program: 9:00 a.m. – 4:00 p.m.

### Cancellations and Substitutions

You may cancel your registration up to 10 business days before the program, and we will refund your tuition less a nominal cancellation fee. Substitutions and transfers may be made at any time to another program of your choice scheduled within 12 months of your original event. Please note, if you do not cancel and do not attend, you are still responsible for payment.

### Please Note

- You will be notified by email, fax and/or mail if any changes are made to your scheduled program (i.e., date, venue, city or cancellation).
- Walk-in registrations will be accepted as space allows.
- For seminar age requirements, please visit <http://www.careertrack.com/faq.asp#agerequirements>.
- Please, no audio or video recording.
- Lunch and parking expenses are not included.
- Dressing in layers is recommended due to room temperature variations.
- You will receive a Certificate of Attendance at the end of the program.

### Tax-Exempt Organizations

If you are tax-exempt, enter your tax-exempt number in Section 6 on the Registration Form. Please mail or fax a copy of your Tax-Exempt Certificate with your registration for payment processing.

### Tax Deduction

If the purpose of attending a CareerTrack program is to help you maintain or improve skills related to employment or business, expenses related to the program may be tax-deductible according to I.R.C Reg. 1.162-5. Please consult your tax adviser.

### Update Your Contact Information!

Simply make corrections to the mailing label on the back page of this brochure. **Mail** corrections to P.O. Box 413884, Kansas City, MO 64141-3884 or **fax** to 913-967-8847. We'll change our records for the very next update. Thanks!

## Enjoy Guaranteed Results!

All of our seminars are **100% SATISFACTION GUARANTEED!** We're confident this workshop will provide you with tips and techniques to successfully orchestrate the people, resources and tasks it takes to bring any project in on time and within budget. If for any reason you are dissatisfied, send us a letter (Attn: Customer Relations) within 30 days of your workshop attendance stating the reason you were not satisfied, and we'll arrange for you to attend another one of our seminars or receive a full refund — *hassle-free*.

# YOUR VIP# IS: WINQ

Call 1-800-556-3009 • Fax to 913-967-8847 • Mail your registration form!

**1**  **YES!** Please register me for the two-day, *Fundamentals of Project Management* workshop indicated in Section 5. Group discounts available; see page 6 for details.

**ID#**  
**910752**

**2** **IMPORTANT!** Please fill in VIP number as it appears on the address label.

VIP \_\_\_\_\_ ( \_\_\_\_\_ )  
if available

**3** **ORGANIZATION INFORMATION**

Organization: \_\_\_\_\_

Address: \_\_\_\_\_

City: \_\_\_\_\_ St: \_\_\_\_\_ ZIP: \_\_\_\_\_

Tele: \_\_\_\_\_ Fax: \_\_\_\_\_

Approving Mgr's Name:  Mr. \_\_\_\_\_  
 Ms. \_\_\_\_\_

Job Title: \_\_\_\_\_

Email Address: \_\_\_\_\_  Business  
 Home

**4** **QUICK CONFIRMATION**

Please email or fax my confirmation to me within 48 hours.

My email address or fax number is: \_\_\_\_\_

**5** **NAMES OF ATTENDEES** (Please list additional names on a separate sheet.)

#1 Attendee's Name  
Mr. \_\_\_\_\_  
Ms. \_\_\_\_\_

Job Title \_\_\_\_\_ Event # \_\_\_\_\_

Email Address \_\_\_\_\_  Business  
 Home

#2 Attendee's Name  
Mr. \_\_\_\_\_  
Ms. \_\_\_\_\_

Job Title \_\_\_\_\_ Event # \_\_\_\_\_

Email Address \_\_\_\_\_  Business  
 Home

**6** **METHOD OF PAYMENT** (Payment is due before the program.)  
Please make checks payable to CareerTrack and return form to: P.O. Box 219468, Kansas City, MO 64121-9468. Our federal ID# is 43-1830400 (FEIN).

Please add applicable state and local tax to your payment for programs held in Hawaii (4.16%), South Dakota (6%) and West Virginia (6%).

Total amount due: \$ \_\_\_\_\_

Check # \_\_\_\_\_ (payable to CareerTrack) is enclosed.

Bill my organization. Attn: \_\_\_\_\_

Purchase order # \_\_\_\_\_ is enclosed.  
(Attach purchase order to completed registration form.)

Charge to:  AmEx  Discover  MC  Visa

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EXPIRATION DATE

CARD NUMBER \_\_\_\_\_

Card Holder's Name \_\_\_\_\_

Tax-Exempt # \_\_\_\_\_

*Please attach a copy of your Tax-Exempt Certificate for payment processing.*

Note: If you've already registered by phone, by fax or online, please do not return this form.



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**YOUR VIP # IS WINQ**

# FUNDAMENTALS OF Project Management

**How to successfully orchestrate the people,  
resources and tasks it takes to bring any project  
in on time and within budget**

***THIS IS NOT YOUR TYPICAL "BY THE BOOK"  
PROJECT MANAGEMENT COURSE!***

It goes way beyond the customary nuts and bolts of project management and helps you become a much broader "project champion" in every sense of the term.

You'll be schooled in the real-world skills of building rapport with your project sponsor, managing a project team, jockeying for time and resources, sizing up risks, dealing with surprises and setbacks and many other behind-the-scenes responsibilities that can determine the fate of any project.

In short, this unique course takes you beyond GANTT charts and shows you what it really requires to lead a project successfully from start to finish.

**ENROLL TODAY**

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