

Project Management: An Operational Excellence Program

Clemson University brings together its elite faculty in Project Management Excellence to create a comprehensive curriculum focused on ensuring that your team's projects achieve successful outcomes—on schedule, on budget and to specification. By carefully addressing the large project management knowledge body and isolating key training needed by your unique organization, Clemson can ensure all critical content is covered in your targeted training. This allows your team the most effective use of its time and resources.

Whether it's an entire curriculum of several courses or a single overview program, Clemson stands ready to partner with you to create a highly successful project management training solution. Clemson University can provide separate courses delivered independently or thread components in sequence for a total program built to your specifications.

Course # 1: Introduction to Project Management—Overview of Project Management.

Suggested length of instruction: 1-3 days

- ◆ What is Project Management?
 - Project Management versus other management structures. Defining “matrix management.
 - Unique aspects of Project Management
 - Advantages of structured Project Management
- ◆ Who Needs Project Management?
 - What settings are best suited for Project Management?
 - What are the types of projects which are best completed by Project Managers?
 - How does Project Management differ in different settings and industries?
 - How do environmental conditions affect Project Management?
 - What are the characteristics of effective Project Managers?
- ◆ The Essential Elements of Project Management
 - Project definition and scope
 - Time, schedule, cost and resource estimation
 - Project planning
 - Project management tools
 - Project control
 - Risk identification, evaluation and mitigation
 - The human aspects of Project Management
- ◆ The Successes and Failures of Project Management
 - Evaluating and learning from past project successes and failures
 - Lessons learned versus lessons noted
 - Scope creep and project redefinition



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- ◆ Essential Knowledge as it pertains to Project Management for those not wishing to become certified
 - So you're on a Project Team—now what? The essentials of being an effective project team member
 - What you need to know when managing your Project Manager(s)

Course # 2: PMP Preparation Course—A Comprehensive Review and Study of the PMBOK and Preparation for the PMP Examination.

Clemson University's in-depth guided study of the Program Management Body of Knowledge follows the outline of the *PMBOK Guide*. Material will consist of the *PMBOK Guide*, summary presentations, discussions, examples, demonstrations, worksheets and sample test questions. Suggested length of instruction: 3 days

This course explores

- Project Management Setting and Environment
- Processes of Project Management, including managing
 - Scope
 - Integration
 - Time and Schedule
 - Cost
 - Quality
 - People
 - Project Communications
 - Procurement
 - Risk
- How to best prepare for your PMP examination, sample testing, etc

Course # 3: Core Elements of Project Management.

This is the essential core of Project Management knowledge. This course provides in-depth content and training on how to actually plan and execute projects.

Suggested length of instruction: 3-5 days depending on the depth of content and amount of exercise and practice your team desires. Emphasis will be on hands-on learning with tools and examples.

- ◆ Identifying the Owner, Customers and Users
 - Who is who?
 - How can you tell who the owner, customer or user from each other?
 - What are the responsibilities of each?
- ◆ Establishing Requirements for the Project and the Outcome
 - Developing project objectives and goals
 - Developing the project charter
 - Developing the overall project plan



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- ◆ Project Planning
 - What kind of planning needs to be done?
 - Essential steps in project planning
- ◆ Process Mapping and Analysis
 - What is process mapping?
 - How do I analyze the process?
 - Functional requirements
 - Work Breakdown Structure (WBS)
- ◆ Project Scheduling
 - What exactly do we need to schedule? How far in advance?
 - How do the components interact?
 - Handling multiple project tasks
 - PERT, CPM, Scheduling Tools
- ◆ Cost Estimating and Monitoring
 - Cost estimating
 - Cost budgeting
 - Cost control
- ◆ Risk Analysis and Management
 - Identifying risk factors and categories of risk
 - SWOT Assessments
 - Risk management and WBS
 - Risk control and mitigation
- ◆ Process Measurement and Improvement (Project Management and Continuous Improvement)
- ◆ Communications
 - With owner, customers and user
 - With project team, collectively and individually
- ◆ Project Management Tools and Software
- ◆ Project Lifecycle
- ◆ Evaluating and Replanning
 - Managing scope changes
 - Earned value management

Course # 4: Project Management in IT (or Construction, or Petroleum Exploration or Manufacturing or Healthcare or Defense). Course covers all unique aspects of specialized project management. This can be a variation of course #1 or # 3 above targeted at a specific industry.

Suggested Length of Instruction: 2-4 days



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Course # 5: People Management in Project Management: The Human Factor.

Suggested Length of Instruction: 1-3 days depending on depth of coverage and usage of cases and examples

- Communication with stakeholders
- Influence and persuasion
- How to manage a team that doesn't report to you
- Team objective setting and role clarification
- Team building for project teams
- Conflict management
- Improving personal and team performance
- Supporting and encouraging creativity and innovation

Course # 6: Special Issues and Advanced Topics in Project Management.

This training is intended for individuals with project management experience.

Suggested Length of Instruction: 1-3 days depending upon depth of coverage and usage of cases and examples

- Why Projects Fail
- Telltale Signs that Your Project Is Failing
- The Dangers of Scope Creep and Project Redefinition
- Who are the "Creeps" in Scope Creep?
- The Importance of the Human Element
- Knowing and Maintaining Relationships with *the* Owner and Customer(s)
- Interface Challenges With Other Parts of the Organization
- Leadership Skills for Project Managers
- Interpersonal Skills for Project Managers



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