Module 1 – Diploma of Project Management

Project Management Fundamentals

This two day course takes participants through all aspects of Project Management and provides in depth examination and practice of specific scoping and planning toolset.

The course aims to provide survival skills in Project Management and the foundation concepts and processes. Participants work through the application of these processes and tools to a case exercise and also to a personal project, using a ‘Complete Project Document’ which is also provided after the course in electronic format.

Includes comprehensive workbook, template booklet, checklist and electronic templates.

This is the first of the five x two day modules which make up the Engineering Education Australia Project Management Practice Course and provides a pathway for those seeking a Certificate IV or Diploma level qualification in Project Management.

Courses are held at the Doyles Creek Underground Mine Training School, Jerrys Plains
Course dates are confirmed on application

Participant numbers are limited so please contact Martin Haberle to book your place on (03) 9274 9600 or email info@eeaust.com.au

➢ Course Fees – provided on application
➢ The Module 1 – Diploma of Project Management is a 2 day course
Course Outline

Fundamental Concepts of Project Management
- Definition of Project – What is a Project?
- Definition of Project Management
- Fundamental constraints – time, cost and performance
- Projects vs Processes
- Project and Project Management performance – how does it measure up?
- Characteristics of projects – personal experiences
- Project Management methodologies / frameworks

Project Management Lifecycle
- What needs to happen by when, to effectively manage a project?

Establishing Governance
- Roles, Mechanisms and Context
- Key decisions
- Strategic frame / context for projects
- Overall constraints
- Key Reporting requirements

Initiating Projects
- Stakeholder analysis: Defining Requirements and Success Measures
- Specifying the Project: Defining Scope and Boundaries; Defining Results, Deliverables and Outcomes (and the Business Case)
- Defining Tasks and the Work Breakdown Structure (WBS)

Planning Projects
- Budgets and Cost Management: Detailing costs/budgets and procurement strategies; Identifying resource requirements; Establishing budgets, resources schedules and S-curves
- Scheduling and Time Management: Activity sequencing; Duration estimating; Schedule development; Critical Path; Setting milestones; Using software
- Establishing project teams and assigning responsibilities; Team development tasks
- Generating and creating certainty: Quality planning and management; Risk planning and management; Communication planning and management
- Base-lining

Executing and Controlling Projects
- Progress Tracking and Reporting
- Stakeholder / Relationship Management
- Change Management
- Managing Meetings

Closing Projects
- Administrative Closure
- Finalisation Reporting
- Learning Lessons / Continuous Improvement

Course Objectives

At the end to the course participants will be able to:
- Comprehensively define a Project and Project management
- Outline and apply a Project Management framework or methodology
- Identify what is required in order to manage projects that are complete, on time, within budget and that achieve desired results
- Describe and establish the elements of Project Governance
- Identify specific stakeholder expectations and success measures
- Apply a range of tools and techniques that are appropriate to the needs and requirements of the project – particularly in the areas of scoping and planning projects
- Planning tools – budgets, schedules, risk plans, responsibility assignments and communication plans
- Identify and complete relevant project management documentation

In-house Delivery

This course can be delivered to in-house teams which may have the following advantages:
- Choosing dates that work with your schedule
- Tailoring content to your specific needs
- Customising content to reflect your approach
- Value for your learning dollar
This two day course provides extended tools and techniques in managing projects, particularly focusing on the implementation of projects at the Executing and Controlling (or Implementing) Phase and the Closing Phase.

This course looks at the practical tasks, tools, techniques and skills that need to be undertaken or applied to ensure a project happens as planned, results are achieved and the project is complete to specification, on time and on budget.

Includes comprehensive workbook, template booklet, checklist and electronic templates.

This course follows on from Module One of the Project Management Practice Course to further assist project managers in implementation of projects. Completion of Module One prior to undertaking this course is not mandatory, however, knowledge of Module One (Project Management Fundamentals) is assumed.

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Course dates are confirmed on application

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➢ Course Fees – provided on application
➢ The Module 2 – Diploma of Project Management is a 2 day course
Course Outline

This course is both practical and experimental in that it asks participants to learn new techniques by facing and dealing with issues presented in a series of exercises as part of an in-depth project case study that is examined as it progresses through the implementation and closing phases. Some of these exercises will ask participants to put themselves in the shoes of a person involved in a project. At other times, situations are examined to determine the most appropriate strategies and the implications. It also examines some of the key skills – managing meetings, communication, negotiation, leadership – needed to ensure success. This is a hands-on course – it required participants to have a go at things.

Review of Scoping and Planning Tools and Processes
- Work Breakdown Structure (WBS)
- Budgeting and resource planning
- Scheduling and timeline development

Tracking and Controlling Projects
- Key principles
- The foundation tools
- Determining status using traffic lights
- Advanced tools – earned value analysis
- Problems and actions

The Project Manager’s Role during Implementation
- Key disciplines
- Key perspectives
- Key styles and their implications

Managing Meetings
- Roles
- Common problems
- Agendas/minutes
- Managing problem members

Managing Change and Risks
- Change requests/logs
- Status reports
- Changing baselines
- Scope change and risk prevention
- Contingency strategies and budget management

Managing Relations
- Understanding relationship management
- The Key Skills – listening, negotiation and leadership
- Listening

Managing Relationships – Negotiation
- Negotiation the key considerations, stages, strategies and tactics
- One-on-one negotiations
- Team negotiations

Managing Relationships – Leadership and Teams
- Leadership opportunities
- What good leaders pay attention to
- Influencing the team
- Maintaining focus and commitment

Effectively Managing the Closing Phase
- Post Project requirements
- Measuring benefit – the research model
- Setting up PIRs
- Strategies for learning lessons

This course addresses the Integration and Scope Management competency unit as well as aspects of the Cost and Time Management competency units of the Certificate IV in Project Management and the Diploma of Project Management.

It further covers several elements of the Engineering Project Management Unit (E1B) of the Chartered Professional Engineer program.
Course Objectives

At the end to the course participants will be able to:

• Review experiences in relation to implementation of projects in their workplace
• Revisit information/tools presented during the Project management course
• Their application in a range of project types
• List/review the roles and responsibilities of project managers throughout the life cycle of a project
• Use and apply a series of project management tools during Executing and Controlling Phase and the Closing Phase of projects
• Provide accurate and honest status and completion reports
• Manage changes, risks, issues and communication strategies
• Effectively chair and manage meetings
• Manage key relationships; communicate and negotiate effectively and provide appropriate leadership
• Close out projects and use tools to review performance and success on projects

In-house Delivery

This course can be delivered to in-house teams which may have the following advantages:

• Choosing dates that work with your schedule
• Tailoring content to your specific needs
• Customising content to reflect your approach
• Value for your learning dollar
This two day course brings focus to the aspects of people and team management in a project manager’s role. People management is a key to Project Management success within engineering organisations as most project team members are not dedicated solely to a single project and report to other line or project managers.

This course presents in detail, for you to consider, practise and subsequently implement the key people management skills and processes.

Includes comprehensive workbook, template booklet, checklist and electronic templates.

This course follows on from Module One and Two of the Project Management Practice Course to further assist project managers in becoming more effective in managing people in projects.

Completion of Module One and Two prior to undertaking this course is not mandatory, however, knowledge of previous Project Management Courses is assumed.

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Course dates are confirmed on application

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Course Fees – provided on application
Module 3 – Diploma of Project Management is a 2 day course
Course Outline

Individuals, groups and organisations
• PM issues / principles
• Project organisation
• Establishing roles
• Generic roles
• Negotiating roles
• Role conflict

Recruiting and selecting project team members
• Roles and descriptions
• Capability determination
• Best ‘fit’
• Team balance
• Decision Preference Analysis, Myers Briggs Type Indicator

Training and Developing individuals
• Specifying capability requirements
• Determining gaps
• Development interventions / options
• Continuous learning
• The learning project

Motivating Individuals
• What motivates project team members
• Several motivation theories
• Short and long term strategies for getting results from people

Turning Groups into Teams
• Why teams?
• Definition
• Elements of team work

Building and Maintaining Project Teams
• Stages of team development
• Strategies for building teams
• Strategies for maintaining project teams

Leadership
• What is leadership?
• Directing behaviours
• Supporting behaviours
• Improving leadership style relevance
• Counselling / problem solving techniques

Power and Politics in Project Management
• Facilitating and influencing within the organisation
• Building better project management through better sub project management
• Empowerment

In-house Delivery
This course can be delivered to in-house teams which may have the following advantages:
• Choosing dates that work with your schedule
• Tailoring content to your specific needs
• Customising content to reflect your approach
• Value for your learning dollar

Course Objectives
At the end of the course participants will be able to:
• Identify and outline the key areas for managing people in projects
• Define generic roles and negotiate specific roles for people in projects
• Successfully recruit and select team members
• Develop, organise and provide training and development to team members
• Outline strategies to apply when people motivation is necessary and remedial work is required to get performance back on track
• Outline strategies for building teams
• Provide appropriate leadership to the project team
• Implement strategies for improving influence and better understanding power and politics
This two day course focuses thinking and develops techniques for the management of costs, resources and procurement activities required over the life of an engineering project. Developing budgets and resource plans and managing these over the life of a project is vital to the success of all engineering projects.

One of the key purposes of this course is to improve the skills of project managers who are involved with formal procurement processes: specifying, locating, selecting, managing and closing the temporary supply of products and services to projects.

Includes comprehensive workbook, template booklet, checklist and electronic templates.

This course follows on from Module One, Two and Three of the Project Management Practice Course to further assist project managers in becoming more effective in managing project costs, resources and procurement. Completion of Module One, Two and Three prior to undertaking this course is not mandatory, however knowledge of previous Project Management Courses is assumed.

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Course dates are confirmed on application

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- Course Fees – provided on application
- Module 4 – Diploma of Project Management is a 2 day course
Course Outline

This course emphasis the requirements to accurately identify and plan what resources (people, supplies, contractors and finances) are required and the actions necessary to manage these over the project lifecycle. It examines aspects of cost management and presents tools, techniques and best practice activities and strategies in these areas.

Procurement processes are of particular importance. These legal processes have recently received a lot of focus in the courts with sloppy practices resulting in costly litigation exercises, not to mention project delays, cost overruns and declining image. No longer can project managers only focus on getting the job done without worrying about the ‘paperwork’ and due process.

Project Processes and Functions

- The different requirements of a Project Manager throughout the life of a project

Structuring Projects

- Phases / stages
- Work Breakdown Structure (WBS) methodologies
- Strategies

Cost Planning

- Scheduling resources
- Developing Costs and Budgets
- Preparing detailed resources plans
- Use of graphics tools
- Monitoring financial and other resources
- Contingency plans and tools
- Summary – measures and control during planning

Tracking, Monitoring and Control

- Baseline
- Tools – traffic light reporting, S charts
- Variance (and EAC, ETC)
- Replanning

Time and Cost Integration

- Earned value analysis
- Corrective action
- Change management systems
- Replanning

The Procurement Process

- Outline of steps
- Formal requirements

Developing the procurement plan

- Preparing a Procurement Plan
- Preparing a brief/specification

Sourcing suppliers

- Which method: EOI, RFQ, RFT etc
- Short listing
- Using panels
- Selection processes

Review Contracts

- What constitutes a contract and the various types
- Pricing strategies
- Payment strategies
- Penalties
- Non payment issues

Managing contractors / suppliers

- Managing performance
- Dealing with non compliance
- Termination / early close

Identifying / communicating procurement lessons
Course Objectives
At the end of the course participants will be able to:

- Apply different structures and strategies for scoping work in projects
- Develop cost and resources plans using effective estimation techniques
- Apply cost / resource management tools
- Develop detailed cost management schedules using a variety of techniques
- Apply Cost Schedule Control System and earned value concepts
- Apply tracking, reporting and corrective action techniques
- Identify where specific procurement processes are required and be able to initiate correct steps
- Plan a procurement exercise
- Develop tender briefs and tender documents and undertake selection exercises
- Establish contract terms and agreements and be aware of legal processes and requirements
- Identify and put in place management strategies for contracted suppliers to ensure contracted deliverables, standards, timelines and costs are adhered to, or change management practices are applied
- Resolve conflicts from procurement activities
- Finalise contracts, ensuring all contract terms and conditions have been met
- Develop and apply strategies for improvement in all these areas

In-house Delivery
This course can be delivered to in-house teams which may have the following advantages:

- Choosing dates that work with your schedule
- Tailoring content to your specific needs
- Customising content to reflect your approach
- Value for your learning dollar
This two day course deals with risk managing as applied to engineering projects and includes project quality, communication and risk. Environmental, organisational and project-specific risks (schedules, budgets etc) are all considered.

Includes comprehensive workbook, template booklet, checklist and electronic templates.

This course follows on from Module One, Two, Three and Four of the Project Management Practice Course to further assist project managers in becoming more effective in managing project quality, communication and risk. Completion of Module One, Two, Three and Four prior to undertaking this course is not mandatory, however, knowledge of the previous Project Management Courses is assumed.

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Course dates are confirmed on application

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- Course Fees – provided on application
- Module 5 – Diploma of Project Management is a 2 day course
Course Outline

Defining and Managing Quality in Projects
• Defining quality
• Quality standards and systems (AS; IS; QMS – ISO 9001)
• Tasks
• Tools / strategies

Quality Planning
• Deliverables and product definition
• Process definition
• Determining quality characteristics and attributes and measurement regimes

Quality Assurance and Control Processes
• Building in quality
• Statistical process controls
• Audits, walkthroughs, acceptance processes
• Fault reporting and change management

Managing project information and communications
• Principles
• Communication planning
• Documentation and database / other storage systems
• Reporting
• Configuration management and version control
• Team communication
• Project marketing and image development

Risk management processes
• Definition of terms and concepts
• Standards, cycles and processes
• Business versus project risk – implications on the project budget
• Critical and inherent risks versus “manageable” risk

Risk identification
• Identification methods and processes
• Differentiating risks
• Risk libraries

Risk analysis techniques
• Measuring likelihood (Quantitative tools, Software tools, Qualitative tools)
• Measuring consequence (Quantitate tools, Qualitative tools)
• Rating risks

Risk response planning
• Planned treatments
• Unplanned response capability and contingency

Risk Management Systems
• Documentation
• Skills
• Database
• Learning
Course Objectives

At the end of the course participants will be able to:

- Define quality in relation to projects
- Establish quality assurance and quality control processes within projects
- Set-up and maintain communication systems, processes and practices
- Undertake appropriate database storage and retrieval systems
- Develop and maintain configuration management processes and systems
- Develop and provide a range of documentation and reporting tools and techniques relevant to the needs of the project
- Plan risk management through:
  - Identifying, documenting and analysing risks worthy of consideration
  - Identifying and implementing risk management approaches
  - Developing systems capable of capturing relevant factors and information
  - Identifying organisational risk management strategies
- Managing project risk through:
  - Implementing and adjusting risk reductions, prevention, mitigation, avoidance and transfer strategies
  - Reviewing preventions and contingent responses, analysing where variations are required
  - Managing project budgetary, timeline and quality implications
- Assess risk management outcomes by:
  - Making changes to plan / systems necessary for better risk management
  - Learning lessons

In-house Delivery

This course can be delivered to in-house teams which may have the following advantages:
- Choosing dates that work with your schedule
- Tailoring content to your specific needs
- Customising content to reflect your approach
- Value for your learning dollar