

Topics in Project Management Seminar Series

Our latest offering, “Topics in Project Management Seminar Series” is for anyone performing or managing projects in a business environment or preparing to do so in the future. This series, intended to bring current and useful PM topics to our community, will also facilitate and satisfy the new Continuing Certification Requirements, (CCR), of the Project Management Institute (PMI). Depending upon the specific PMI certification held, project managers will now be required to obtain a minimum of either 18 or 35 hours of training in PM topics within the 3-year certification cycle in order to be recertified. Furthermore, that training must have at a minimum either 4 or 8 hours in each of three Concentration Areas: Technical, Leadership, and Business/Strategic. Check their site for details.

We offer these classes in multiple formats: a full eight-hour day, or dual 4 hour sessions to satisfy an 8-hour requirement at your site or ours. Classes can also be held on week-ends or evenings to facilitate attendance for those too busy to be away from the office during the day.

Courses are varied and evolving. They may be presented as two topics within a Concentration Area during a single session. For example, in the Technical Area, a single 8-hour Risk Management course presented in a Case Study, team environment is being offered; or an 8-hour session which spans two Strategic and Business Management Area topics: Strategic Planning methodologies for the first four hours and Contract Management awareness for the second half. Don’t see what you want or need? Contact us and we’ll put our professional development team to work and prioritize your topic. Courses will be designed to be interactive and participatory.

Strategic Planning Seminar – 4 hours

This is a 4-hour seminar which can be used to fulfill requirements in the PMI CCR Strategic & Business Management Topics area.

Course Description

Strategic Planning in today’s competitive environment is a critical skill which determines the overall success or failure of any business endeavor. A good plan requires a sound foundation based on customer demand. Ultimately this can determine the success of not only your project, but by extension, your company and your future employment. We will examine strategic planning tools and methodologies, their strengths, weaknesses and application to overall portfolio management in an interactive session.

Who should attend?

- Project managers who are dealing with the challenges of long range strategic plan development in our evolving virtual, global business environment.
- Project managers preparing for the PMP exam who want to hone their skills in strategic planning area.

This is a four-hour seminar which can be used to fulfill requirements in the PMI CCR Strategic & Business Management Topics area.

Contracting Awareness Seminar – 4 Hours

Course Description

Contracting may be closely aligned with strategic planning as we address the Make/Buy decision-making process. In today's ever-growing outsourcing environment, contract terms and conditions can result in the ultimate success or failure of your project. The Project Manager, although frequently not directly involved in the legal side of the negotiations must be able to intelligently discuss contract options well enough to be a value add to those discussions. As a project manager you must be prepared to ensure that your interests are being protected contractually by allowing proper oversight of the product being delivered as well as the processes to be utilized. We will discuss differing contract types, the associated risks and benefits and how they might apply to your environment.

Who should attend?

- Project managers who are currently working in, or evaluating the potential benefits and risks of sub-contracting or outsourcing of all or some of their project work to an outside vendor.
- Project managers preparing for the PMP exam who want to hone their skills in the Contract Management area.

Earned Value Management Seminar – 4 hours

This is a 4-hour seminar which can be used to fulfill requirements in the PMI CCR Technical Topics area.

Course Description

In today's competitive market, it is critical that projects be completed on time and within budget. In order to effectively manage projects, you need timely project control information to identify potential problems as soon as possible and make effective corrective decisions. You'll learn about a project control tool called Earned Value Management (EVM) and its value as an early indicator of project cost and schedule variances. EVM measures work accomplished versus planned budget and schedule (behind/ahead of schedule, under/over budget). You'll review a project case study with EVM data and discuss the basic problem-solving decisions necessary for project recovery. You'll also discuss basic project plan components (work breakdown structure, estimates, baselines, project schedules) necessary to produce accurate EVM data. We will address the challenge of project constraints (time, cost, quality, scope and resources) that impact the success or failure of projects and how effective EVM application can help maintain control.

Exercises

This course is taught using a practical application approach. After introducing a concept, students are then given an immediate exercise to apply and reinforce that new concept. Any comprehension problems can then be addressed before progressing on to more advanced topics. The exercises follow an ongoing case study using a fictitious company, Wooden Novelties.

Who should attend?

- This workshop is geared to managers and team members of virtually any type of project, including project teams in IT, manufacturing, construction, or other business and industry environments that are looking for alternate methods of measuring and forecasting project status.

- Project managers preparing for the PMP exam who want to hone their skills in the Earned Value Management area.

Advanced Financial Management Seminar – 4 hours

This is a 4-hour seminar which can be used to fulfill requirements in the PMI CCR Strategic & Business Management Topics area.

Course Description

This course builds upon our Earned Value Management seminar. Advanced Financial Management covers additional topics which address financial aspects which may impact the decision process during the strategic planning and project selection processes:

- Project selection methods used to determine the relative worth of project options
- Depreciation overview and methodologies
- Cost Estimating techniques
- The use of decision trees in financial decision making

Who should attend?

- This workshop is geared to managers, project managers and team members on any type of project who need to understand financial concepts at a level beyond that of simple Earned Value.
- Project managers preparing for the PMP exam who need to understand Project Cost Management at a deeper level.

Exercises

- As in our Earned Value Management Seminar, this course is taught using a practical application approach which, after introducing many concepts, students are given an exercise to apply and reinforce the concept just learned. Any comprehension problems can then be addressed immediately.

Team Building Seminar– 4 hours

This is a 4-hour seminar which can be used to fulfill requirements in the PMI CCR Leadership Topics area.

Course Description

This course provides a survey of current team building tools and methodologies which may be employed to help build team cohesiveness. Due to the time restrictions of a four-hour format exercises used are short and some methodologies, such as Myers Briggs MBTI are discussed at a high level to inform class participants of specific skills they may want to pursue. Several current theories and their application are introduced, including:

- McGregor's Theory X, Theory Y
- Myers Briggs Type Index
- Maslow's Hierarchy of Needs
- Herzberg's Theory
- Situational Leadership

Who should attend?

- People working in a team environment or managing a project team who want to better understand the dynamics of a team environment in order to increase their own effectiveness and that of their team.
- Project managers preparing for the PMP exam who need to understand Project Team Management at a deeper level.

Exercises

- Brief instructional exercises will be employed to reinforce the principles being introduced.

Risk Management Seminar– 8 hours

This is an 8-hour seminar which can be used to fulfill requirements in the PMI CCR Technical Topics area. This course is a boiled down version of our full 3-day Risk Management course. If risk management is a continuing issue in your organization, you may want to discuss that course with us. Both courses are built upon the same case study. The full course allows you time to discuss risk issues within your organization and for us to facilitate discussions on potential applications within your organization.

Course Description

Project Management at its roots is in fact Risk Management. PMI® defines a successful project as receiving the function expected, on the original date and at the price originally committed. When surveyed, most executives regardless of the industry they represent, will state that what they received in terms of a project delivery satisfied that requirement only about 24% of the time.

Our Risk Management Seminar is a survey course which addresses the current state of risk management and presents current industry best practices. This course uses a case-study based methodology which provides:

- An environment to investigate multiple approaches, tools and techniques
- Hands-on risk assessment and evaluation experience
- A team approach fostering group interaction and an exchange of ideas and experience.
- Direct, instructor led feedback with participation by all student teams

Students will be given the opportunity to directly apply the knowledge gained in the team setting and through individual exercises. This provides a practical approach to explore proven strategies while reinforcing the importance of risk management in achieving enterprise goals and objectives in today's volatile business environment. Due to the brevity of this course, only Risk Identification and Risk Quantification will contain detailed exercises. Follow-on processes and analysis methodologies will be covered at a high level only.

Case Study Description

Ranier Drugs is a retail drug chain located in the US with 120 stores located in the northeastern region. They have just purchased Eurodrug, Ltd., a British based company with 30 stores located throughout the British Isles and another 30 in France and Germany. Eurodrug has been looking to purchase yet another company, SloMed Pharmacies, a drug store outlet with 80 stores located throughout Eastern Europe: Twelve each in Slovakia and the Czech Republic, thirty-two in the former East Germany and the remaining twenty-four in Hungary. You and your team are consultants hired to assist their organizations to plan and execute the consolidation of these disparate corporations. At each milestone in the process your team will present and defend your analysis to the instructor and the other teams. You will also be

given an opportunity to question your client stakeholders. (All company and client names are fictitious. Similarity to any current or former company or client is coincidental.)

Who should attend?

- Experienced Project and Program Managers evaluating the adequacy of Risk Management in their organizations.
- Stakeholders and Sponsors who may participate in the review and evaluation of team analysis.
- Managers attempting to assess the effectiveness of their internal risk management practices.

Evolution of Quality Management– 4 hours

This is a 4-hour seminar which can be used to fulfill requirements in the PMI CCR Technical Topics area. In this we survey the area of Quality Management initially from the PMI perspective, but then expand upon the topic to address the world-wide issues and actions which led to the near universal adoption of the Six Sigma methodology in industry.

Course Description

Our course reviews the quality issues in the United States during the last decades of the 20th Century, the early formulation of the now pervasive quality movement and the impact that it had particularly upon the technology and automobile industries in the United States. We will look at the early leaders of the quality movement and their contributions to the Japanese manufacturers who forced our industrial giants to play catch-up after ignoring those same leaders for over a decade.

Who should attend?

- Experienced Project and Program Managers evaluating the adequacy of Quality Management in their organizations.
- People attempting to understand at a high level what Six-Sigma means and how it might apply to their organizations.
- Managers assessing the value of in-depth Six-Sigma training for themselves and/or their teams.
- Project Managers requiring additional educational PDUs in the Technical training area

PMO-101 Seminar – 1 hour

This is a one-hour seminar which can be used to fulfill requirements in the PMI CCR Leadership Topics area. We will provide this session as a “Working Lunch” or “Get Away” session.

Course Description

The name of this seminar is deceiving as it really addresses the problem of introducing a culture-changing, or paradigm shifting event within an organization which can cause a 25-33% organizational turn-over. We use a series of four “internal memos” which circulate through a group as a new project management approach is being introduced to an existing, mature organization. Attendees will analyze each memo and assess the organization’s readiness and acceptance level. We will then lead a group discussion on the current situation.

Who should attend?

- Managers and projects managers who are about to undertake the introduction of a new methodology with their team.
- Organizational leaders assessing the need for Team Building discussions and exercises within their organization.



Instructor Biographies

David F. Connors, PMP

David F Connors, PMP, for many years managed a multi-national, multi-divisional PMO for the IBM Corporation in New York. He taught Project Management courses for them both internally as well as to their customers. He left IBM to form his own PMI-REP company in 2001 and has been closely aligned with William George Associates since then. He has also taught through Boston University and University of New Hampshire. He was the Project Management SME for Granite State College in New Hampshire when they established their Master of Science in Project Management program and has been published in PMI's PM Network Magazine.

Dave holds a B.S. in Business Administration from Boston University and earned an M.S. in Computer Science from Syracuse University. He received a Master's Certificate in Project Management from George Washington University where he later taught. He was an adjunct lecturer in Computer Science in the State University of New York, (SUNY), system at both Ulster County and Dutchess Community Colleges for 20 years and has served as a Loaned Executive to the United Way on multiple occasions. He served as Director of the Ambassador program for the PMI New Hampshire chapter and has frequently presented at local chapter meetings around New England.

Mark C. Hall

Mark C. Hall has been involved in the Project Management profession for 30 years in the Airline industry, Semiconductor Capital Equipment, and as the Founder and President of a Project Management and Lean Six Sigma training and consulting firm established in 2002. Mark was acknowledged in the History of Eastern Airlines written by Robert J. Serling titled "From the Captain to the Colonel." He worked as a Manager of the Eastern Airlines Shuttle, then for the Trump Shuttle.

After his exciting stint in the airline business, Mark became Manager of Customer Commitments at Eaton Semiconductor, now Axcelis Technologies. In that role he was responsible for addressing tens of \$ millions in money withheld by clients pending our process tools meeting specifications. His engineering teams designed and implemented retrofits that facilitated payment and for those clients not requiring specification performance he negotiated settlement of outstanding funds. After Axcelis, Mark was PMO Director for a troubled equipment supplier. The PMO turned the financial and Project Management performance of the company around in one-year resulting in the sale of the company for \$380 million.

Mr. Hall founded William George Associates in 2002 and established the company as a valuable training resource for professionals in transition as well as a world class consulting firm. Over the years William George has incorporated Lean Six Sigma, Agile, and is a Microsoft Partner and the leader of Project Online/Project Server solutions in New England. The firm is expanding South and West in 2016.