



Requirements, Scheduling & Risk Workshop Content - (3RSR_v1.0)

The objective of this workshop is to provide participants with theoretical knowledge and practical application of various Knowledge Areas as per the *1 Project Management Institutes (PMI®) *2 Project Management Body of Knowledge (PMBOK®).

This workshop covers the essential processes required and provides the “how to” of requirements management, scope management, time management, cost management, risk management and human resource management from initiation through to an agreed baseline for the project.

The workshop includes interactive case studies and exercises to ensure that participants learn the practical application of the PMBOK® theory.

The workshop will cover the following topics:

Overview of Project Baselines

This unit briefly reviews the basic foundations of project management and discusses the development and significance of project baselines.

Building a Winning Team

Stakeholder Management – A brief examination of stakeholder management and its critical relationship to scope, communications and risk management.

Leadership – A review of the essential elements of leadership in the project environment and guidance on a number of models designed to facilitate building of a high-performance team.

Requirements Management

Requirements management plan – A multi-step model covering identification and elaboration of requirements, requirements change management, requirements testing and closing down of requirements.

Requirements traceability – The importance of requirements traceability, both forwards and backwards is discussed and captured on a requirements management template. A number of techniques are taught to help in requirements prioritisation.

Prioritisation – A number of techniques are taught to help with requirements prioritisation.

Change Management – The source of requirements change and a process to manage the changes using a variety of useful tools.

Base-lining – A process to baseline the requirements and the requirement baseline's relationship to the overall project baseline.

Close-down – The process required to effectively close-down the requirements.

Project Scheduling

Project scope management – The emphasis here is on using progressive elaboration to develop an effective and complete deliverables based work break down structure.

Resource management – The unit provides guidelines and tools for resource allocation as well as techniques to develop the team to gain their commitment by defining accountability and responsibility.

Developing a schedule – The processes required to develop a dynamic project schedule.

Estimation – Tools & techniques for activity duration estimating including PERT.

Critical Path – Identifying the critical path to define the overall project baseline.

Resource levelling – Identifying the activity float to effectively manage the available resources.

Schedule acceleration – Techniques to allow you to negotiate the schedule variables with the stakeholders.

Base-lining – Checking the schedule for key dependencies and establishing the baseline.

Risk Management

Introduction to risk management – The language and characteristics of risk management, where risk fits into the project life cycle and how risk management impacts the overall project baseline.

Standardisation – The benefits of standard risk management process.

Risk management plan – The methodology of how you will manage the risks in a standardised and structured approach.

Risk Identification – Who to involve in the process and various methods of extracting risks from the key stakeholders.

Risk Analysis – Analysing each identified risk for its probability of occurrence and the perceived impact to the project should it occur.

Risk Prioritisation – Whittling down your list of risks to a prioritised list which you can focus your attention on resolving.

Risk Strategies – Identifying various options for dealing with the list of prioritised risks.

Learning Method

Participants participate in numerous practical activities and exercises to ensure a sound understanding and application of the core concepts and terminologies. The facilitator & the participants take joint responsibility for learning.

Special Features

This workshop can be facilitated using your own project as a case study, therefore utilising best practice project management practices, tools and techniques to kick off your project.

An interactive technique (Nominal Group Technique - NGT) is used at the beginning of each day to compile a prioritised lessons learned list of the knowledge, tools and techniques viewed by the class to provide maximum return in the workplace. This has proven to be a very useful input into various organisations' project management capability development programs.

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*2 PMBOK® is a service and trademark of the Project Management Institute, Inc

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