

Manage Quality Projects  
ON TIME — ON BUDGET

# The Essentials of Successful Project Management

*An intensive seminar designed to help you balance the “hard” skills of sk analysis, estimating, scheduling, execution and control with the “soft” skills of team dynamics, motivation, and conflict resolution*

## *In just two days, you'll learn how to:*

- Understand and Manage your Project's Entire Lifecycle: Initiation — Planning — Control — Execution — Closeout
- Establish Quantifiable Product Criteria and Objectives
- Develop and Control Realistic Project Schedules and Budgets
- Structure and Organize a Capable and Motivated Project Management Team
- Prevent Scope Creep
- Gain Senior Management Buy-In
- Improve Team Dynamics and Resolve Conflicts Successfully
- Use Tools like CPM, Gantt, WBS, Resource Matrices and Precedence Diagrams
- Get Results — Even Without Organizational Authority
- Complete Projects on Time, on Budget, as Specified
- Build Your *Own* Project Plans Hands-On!

## *No prerequisite required! This skill-based seminar is designed for:*

- Executives New to Project Management
- Professionals who Manage Projects Informally and want to Learn the Project Management Discipline and Master its Tools
- Experienced Project Management Professionals who want a State-of-the-Art Review
- Executives who Supervise Project Managers
- All Members of Project Management Teams

*This seminar is PMBOK® Guide compliant. PMBOK® is a registered trademark of the Project Management Institute (PMI).*

**Chicago, IL**  
October 29-30, 2008

**Boston, MA**  
November 19-20, 2008

**We Guarantee Results**

# NCCE

*Sponsored by the National Center for Continuing Education  
World-Class Training Since 1984*

**Register Today!** Telephone toll-free at **800-635-9615** or register online at **www.nccetraining.com** to reserve your place!

# The Essentials of Successful Project Management

Managers who know how to complete projects on time and on budget are the ones who get fast-tracked into top management. Managing projects that also deliver successful results can virtually guarantee graduation to the bigger, better projects — and to your organization's highest profile assignments.

Successful project managers know who the best team players are and how to get them on board, what tools to use to maintain control over tasks and resources, how to get management to buy-in and champion their efforts, why projects get off track, and when to prepare for setbacks, surprises and changes of scope.

NCCE's intensive, two-day seminar, The Essentials of Successful Project Management, will provide you with the critical skills and practical techniques that will help you become that star project manager, entrusted with plum, mission-critical assignments! In just two days, you'll master the professional, structured approach to both task and people management required for successful project management.

You'll gain the skills and project management techniques necessary to determine the answers to vital "out-of-the-gate" questions such as:

- What are the desired outcomes and expectations?
- How long will it take and when must tasks be completed?
- How does this fit into existing workflow?
- Whose skills and talents are best suited to the various tasks at hand?
- What materials are required?
- How much will it cost?
- Who needs to be informed along the way and how will we document and communicate our progress?
- How will the final results be delivered?

In order to be a successful project manager, you must also master the art of people management, establish credibility, negotiation and diplomacy skills, and know how to manage, motivate, and lead people — even without organizational authority over them!

This comprehensive training program will help you gain a clear understanding of how to initiate, plan, execute, and control projects and give you the confidence to tackle any project that comes your way. You will learn:

- Project planning that will help set the groundwork for success
- Methods for maintaining control throughout the course of the project
- Tips for building and leading an effective project team
- How to get results without organizational authority
- How to develop realistic schedules that allow for expected delays
- **How to use planning tools like WBS, CPM, Precedence Diagrams and Gantt charts to properly structure workflow**
- Tips for keeping stakeholders informed of project progress
- Techniques for managing changes to the project duration implementation
- How to properly close out a completed project

Plus, you'll take a tour of Microsoft Project™ and learn how to use Excel™ to implement and automate the project management techniques presented in this seminar!

Best of all, this course was written by a PMP Certified project management trainer. Attend this comprehensive course and learn project management skill, tips and techniques to help you successfully lead projects that are on time, on budget and deliver results!

**Class sizes are limited!** Telephone us today at **800-635-9615** or register online at **www.nccetraining.com** to reserve your place!

# Key Benefits of Attending

After just two days of NCCE's intensive seminar on the Essentials of Successful Project Management, you'll be able to apply your newly learned skills to:

- Draft a practical, realistic project definition and project scope
- Get the upper management support you need to keep your project on track
- Develop your baseline work plan
- Kick off your project using the right techniques to get key players on board
- Identify how work dependencies impact project planning and execution
- Learn to balance the three constraints you face with every new project
- Manage a virtual team
- Manage your project's entire lifecycle from initiation and planning to control, execution, and closeout
- Understand team dynamics and how to resolve conflicts as they arise
- Get results without authority
- Utilize project planning tools, including the Work Breakdown Structure (WBS), Resource Skills Inventory Matrix, and project checklists to better organize time and resources
- Set practical, quantifiable, and realistic project objectives and goals, and accurately estimate the time required to complete your project
- Automate your project planning processes with Microsoft Project™
- Learn how to prevent scope creep
- Develop a realistic project budget
- Mitigate project risk by using specific risk management techniques
- Pinpoint project bottlenecks and potential problems before they occur
- Prepare contingency plans to protect your project from expected — and unexpected — setbacks
- Utilize scheduling tools including Gantt Charts and Critical Path Methodology (CPM) to help keep your project on track
- Establish quantifiable checkpoints that tell you whether your project is on time, on budget, and achieving the desired results
- Identify the important project metrics to be captured, measured and analyzed
- Discover how to conduct what-if scenarios to improve resource management
- Learn a change management strategy and get the tools to prevent unwarranted change and handle needed change
- Interpret a network logic diagram and identify the critical path and near critical path; calculate the slack/float for the non-critical path
- Balance the “hard” skills of task analysis, estimating, scheduling, and control with the “soft” skills of team negotiation, consensus building, and motivation

## Special Bonus!

You will receive a comprehensive seminar manual and project management toolkit that provides useful examples, forms and templates designed to serve as a valuable reference guide long after the course session is over. Included are tools to help you manage and organize your projects including a Project Planning Detailed Flowchart, Sample Work Breakdown structure, Phase Development worksheet, Work Package Elements checklist, Communication Responsibility Matrix, Change Management Form and Change Log, as well as Precedence diagrams, Risk Analysis graphs, Typical Cost Baseline diagrams, and Typical Meeting Agenda and Reporting formats.

# Comprehensive Seminar Agenda

## Foundations for Success

- Definition of Project Management
- Hierarchy of Projects — Projects, Programs and Portfolios
- Defining the Project
- Project Management Triangle of Balance
- The Project Life Cycle; the Product Life Cycle
- Why Projects Fail
- Keys to Project Management Success

## The Project Management Life Cycle

- Project Definition Process
- Deliverables-Based Approach
- Project Charter
- Defining Project Objectives, Deliverables and Requirements
- Defining and Managing Organizational Assumptions and Risks
- Project Definition Success Criteria
  - ◆ Creating SMART Objectives
  - ◆ Requirements Traceability
  - ◆ Using Phases to Generate Support
- Obtaining Senior Management Buy-In
- Iterative Planning Cycle
- Project Planning Process
  - ◆ Identify the Work to be Performed
  - ◆ Establish Initial Estimates
  - ◆ Define Internal and External Dependencies
  - ◆ Identify Risks
- Project Execution and Control Process
- Turn-Over Process
- Closure Process

## Your Role as Project Manager

- The Project Manager's Real Job
- Manager, Leader or Practitioner?
- Defining the Project Team
- Keys to Successful Team Development
- Stages of Team Development: Forming, Storming, Norming and Performing
- Managing Conflict
- Communicating Throughout the Project
- Getting Results Without Authority
- Enlisting Senior Management Support
- Managing Virtual Teams
- Determining Stakeholder Communication Needs
- Developing a Comprehensive Communication Plan: Data Gathering, Data Reduction, Data Dissemination and Communication Confirmation

## Project Planning

- Project Planning Start-Up
- Project Kick-Off Meeting
- Work Breakdown Structure (WBS)
- Work Packages and Work Definition
- Initial Estimates
- Defining Dependencies
  - ◆ Four Types of Dependencies
  - ◆ Lag, Lead and Fast-Tracking
  - ◆ Keys to Successful Fast-Tracking
- Project Precedence Diagram
- Defining the Critical Path (CPM)
- Assigning the Right Resources Using CPM
- Creating Detailed Estimates
- Determining Project Costs
- Creating the Project Schedule Baseline
- Communicating with the Gantt Chart
- Getting Buy-In on the Project Plan

## Using Risk Management to Improve Project Reliability

- Risks and Unknowns
- Identifying Risks
  - ◆ Document Reviews
  - ◆ Historical Analysis
  - ◆ Assumptions and Open Issues
  - ◆ Facilitated Risk Identification Techniques
- Ranking and Prioritizing Risks
- Prevention and Mitigation Strategies
- Solidifying the Project Plan

## Project Execution and Control

- The Project Execution Process
- Heading Off Problems Before They Occur
- Tracking Techniques
- Communication Management
- Managing Changes
  - ◆ Preventing Scope Creep
  - ◆ Identifying Appropriate and Inappropriate Changes
  - ◆ Documenting Changes
  - ◆ Approving Changes
  - ◆ Implementing Changes
- Project Closure
- Project Turn-Over and Wrap Up

## Demonstration of Project Automation Tools

- Using Excel™ to Automate Project Schedule and Costs
- Using Excel™ to Automate Tracking
- Microsoft Project™ Demonstration

## Who Should Attend?

Project management isn't just for project managers anymore. We're rapidly moving toward a project-oriented workplace, and the trend among top organizations is a project-oriented approach to quality and profits.

Anyone who needs a complete, comprehensive, detailed grasp of project management and wants his or her career to soar should attend this seminar. Managers who know how to complete projects on time, on budget, and with the desired results will get noticed and move into top management. No prerequisites are required to attend NCCE's **Essentials of Successful Project Management** seminar!

### No Advanced Preparation Required

This skill-based program is designed for professionals who are new to project management, as well as those who have been managing projects informally and are ready to master the structured approach used by thousands of PM pros. This seminar is also ideal for the experienced PM professional who would like a crystal clear update on the latest PM techniques, as well as:

- Administrators and managers responsible for coordinating, facilitating or managing projects and anyone who serves on a project management team

- Technical professionals, engineers and application managers moving into project leadership and coordination positions
- System administrators, IT professionals and e-Commerce/Web/Internet developers
- General managers and senior-level executives responsible for projects and programs
- Audit staff, seniors and managers, financial managers and accountants
- Civil engineers and capital project administrators
- Management consultants
- Purchasing and procurement personnel
- Human resource and training professionals
- Agency account executives
- Meeting and event planners
- Research and development managers
- Managers responsible for implementing quality initiatives
- Strategic Planning Executives

This seminar is also ideal for the senior-level executive who interacts with project managers and needs to understand and appreciate the advantages, demands, and details of implementing a project management culture.

## Other Dynamic NCCE Seminars

NCCE offers a variety of two-day seminars to help you succeed in your business including:

- ♦ Understanding the Controller's Job
- ♦ Modern Financial Modeling
- ♦ Mergers, Acquisitions and Business Valuation
- ♦ Budgeting and Financial Modeling Using Excel™
- ♦ Moving from Controller to CFO
- ♦ Business Valuation and Modeling Using Excel™
- ♦ SEC Reporting Skills Workshop

## Custom Training Programs

If you have a group of 12 or more employees who need to learn the basics of Project Management, NCCE's customized training is a cost-effective solution for your organization. Bring **The Essentials of Successful Project Management** in-house and ensure that your staff possesses the know-how to execute critical projects on time, on budget, and "on spec." This course can be tailored to address specific projects that your company is tackling.

Some of the organizations that have taken advantage of NCCE's custom training include Hewlett-Packard, Oracle, Harley-Davidson, Deloitte & Touche, General Mills, the US Small Business Administration and law firms such as Weil, Gotshal and Manges, and King & Spalding.

*For more information on any of NCCE's training seminars or to schedule a custom program, please telephone NCCE at 800-635-9615.*

## NCCE's Expert Seminar Leader

### Michael Bender, PMP

Michael's experience spans over 30 years and several continents. He has trained thousands of people in various aspects of project management and has led numerous training seminars for both the Project Management Institute and the American Management Association.

Michael is currently authoring a series of books on project management. He recently completed a published study of best practices in multi-project management that resulted in new concepts for balancing and prioritizing resources across multiple projects.

A Rutgers University graduate, he has been an elected public official, and has served school boards and township committees.

## About NCCE

Since 1984, the National Center for Continuing Education (NCCE) has produced and marketed continuing professional education and executive training in major cities throughout the United States. We provide critical business information to Fortune 1000 managers, attorneys, CPAs, healthcare administrators, engineers and business owners nationwide.

## Continuing Education Credits

This group-live seminar is recommended for 13.5 Professional Development Units (PDUs) to fulfill the PMI Project Management Professional (PMP®) Continuing Certification Requirements (CCR). Professional Development Units from this seminar should be entered under Category 4 on the PMI Continuing Certification Requirements Activity Reporting Form. Those holding certificates are responsible for reporting qualifying activities as they occur.

PMBOK Guide, PMI, PDU and PMP are all registered trademarks of the Project Management Institute.

For more information on administrative policies including complaint and refund, contact our office at 800-635-9615.

## To Register

In order to maintain the quality of your learning experience, class size is strictly limited. Contact us today to ensure your place.

**By Phone:** 800-635-9615  
**By Fax:** 850-222-4862  
**Online:** www.nccetraining.com  
**By Email:** registration@nccetraining.com  
**By Mail:** NCCE  
967 Briarcliff Drive  
Tallahassee, FL 32308

Confirmations with hotel location and additional information will be sent within three days of receipt of payment to each registrant.

### Tuition:

**Base Fee:** \$1,395 per attendee, payable in advance to NCCE. We accept checks, MasterCard, Visa, Discover and American Express.

### Discounts:

**Early-bird:** \$150 discount if payment is made by the date specified on the registration form.

**Multiple Registrations:** \$100 discount for two or three people from the same organization.

**Group Discount:** Contact NCCE to learn about group discounts for 4 or more registrants.

*Discounts may not be combined.*

### Course Schedule:

	Day 1	Day 2
Registration	8:30 a.m.	N/A
Morning Session Begins	9:00 a.m.	8:30 a.m.
Lunch (On Your Own)	12:00 p.m.	12:00 p.m.
Afternoon Session Begins	1:00 p.m.	1:00 p.m.
Session Concludes	5:00 p.m.	4:30 p.m.

## Transfers, Substitutions and Cancellations

If you are unable to attend your session you may send a substitute or transfer to another NCCE seminar. Transfers are valid for one year. Written notice of any registration change must be received at least one business day before the seminar begins.

A full refund will be given if the registration is cancelled in writing at least fourteen (14) days prior to the seminar date. Registrations cancelled less than 14 days before the seminar are subject to a \$300 cancellation fee. In fairness to all attendees, registrants who do not cancel in advance and do not attend are liable for the entire fee.

## Alumni Program

After you attend one NCCE course, you are automatically upgraded to Alumni status. All Alumni receive a \$100 discount off the full price of any NCCE seminar. Simply let us know while registering that you are an NCCE Alumnus! *The Alumni discount cannot be used in conjunction with any other discount.*

# The Essentials of Successful Project Management

## SEMINAR INFORMATION

- |  |  |   |
|--|--|---|
| <input type="checkbox"/> <b>Northbrook, IL</b><br>October 29-30, 2008<br>Course Number 08204CH | Hilton Chicago Northbrook<br>2855 North Milwaukee Ave.<br>847-480-7500 | <i>Early-bird<br/>         Deadline<br/>         September 15, 2008</i> |
| <hr/>  |  |   |
| <input type="checkbox"/> <b>Cambridge, MA</b><br>November 19-20, 2008<br>Course Number 08204BO | Sheraton Commander Hotel<br>16 Garden Street<br>617-547-4800           | <i>Early-bird<br/>         Deadline<br/>         October 6, 2008</i>    |

## REGISTRATION INFORMATION

This form may be duplicated for additional registrations.

### Registrant(s):

SAL	NAME	TITLE	COURSE NUMBER
_____	_____	_____	_____
SAL	NAME	TITLE	COURSE NUMBER
_____	_____	_____	_____
SAL	NAME	TITLE	COURSE NUMBER
_____	_____	_____	_____

### Company/Firm:

COMPANY/FIRM NAME	TELEPHONE NUMBER		
_____	_____		
MAILING ADDRESS	FAX NUMBER		
_____	_____		
CITY	STATE	ZIP	EMAIL ADDRESS
_____	_____	_____	_____

### VIP Information:

To ensure prompt and accurate registration, please enter the VIP# found to the left of your mailing label:

Your VIP Code

### Payment Method:

We request payment payable to the National Center for Continuing Education be sent with your registration.

- CHECK** - Payable to the National Center for Continuing Education
- CREDIT CARD** - Circle one  
 MasterCard    Visa    Discover    AMEX

### Registration Fees:

Early-bird (\$150 discount*)	\$1,245
NCCE Alumnus (\$100 discount*)	\$1,295
Multiple - 2 to 3 (\$100 discount*)	\$1,295
Single after early-bird deadline	\$1,395

*\*Discounts may not be combined.  
 \*Contact NCCE for special pricing for 4 or more.*

_____ @ \$1,245 = \$ _____
_____ @ \$1,295 = \$ _____
_____ @ \$1,395 = \$ _____
<b>TOTAL PAYMENT</b> \$ _____

ACCOUNT NUMBER	_____
NAME ON CARD	_____
EXP. DATE	_____
SIGNATURE	_____

**OUR GUARANTEE TO YOU:** We guarantee this is the best seminar of its type in the Nation. If you are not satisfied, please notify the instructor by the first day's lunch break. Should you decide to withdraw, you will receive a full refund of the seminar fee.

## NCCE

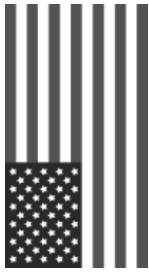
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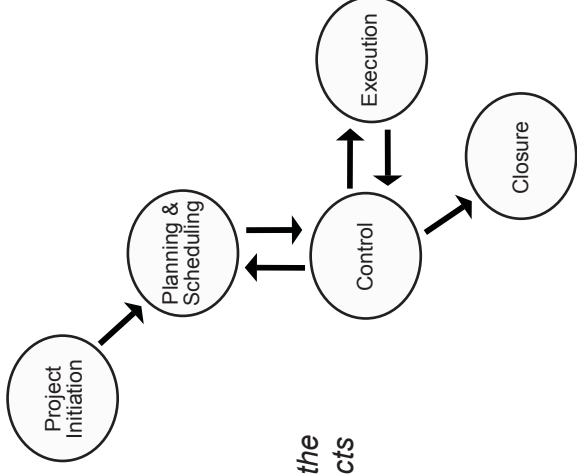
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United We Stand

## The Essentials of SUCCESSFUL PROJECT MANAGEMENT

*In Just Two Days, You Can Master the Technical Tools and Develop the  
Interpersonal Skills Necessary to Successfully Complete Your Projects  
On Time, Within Budget, With Quality Results!*



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