



Xavier University has been successfully delivering project management training to participants from all industries for nearly twenty years. As the Project Management Institute (PMI)[®] gained additional momentum in the late 1980's, our faculty and experienced business professionals played an instrumental role with the Southwest Ohio PMI chapter and its rapid growth, especially in the number of professionals achieving their Project Management Professional (PMP)[®] designation.

The Xavier Leadership Center is an extension of Xavier University and provides high impact executive education

designed with the expressed intent of helping leaders and their teams solve real problems. The cornerstone to this approach is “facilitated learning,” which challenges participants to actively implement the concepts we teach under the guidance of our team, a blend of Xavier professors and experienced business professionals. Organizations across industries are challenged to deliver an increasing number of projects and programs, while maintaining flat (or decreasing) budgets and resources. It is not surprising that the skills needed to successfully manage increasingly complex projects are more important than ever.

XLC's **Project Management Certificate Program** is built on the content and processes found in *A Guide to the Project Management Body of Knowledge (PMBOK[®] Guide) – Sixth Edition*. This highly interactive program develops the essential skills and real-world practices required for project managers to be successful, delivering projects on time, on budget according to specifications.

An emphasis is placed on projects being processes with gates or quality check points imbedded within these processes. Not all projects are the same -- they range from capital assets projects where the end point is known to IT and development projects where the end point is somewhat vague. Various life cycles are presented such as agile, Six Sigma, and the generic define, plan, execute and close out.

Module I: Understanding the Project Process

Being a member of a project team requires a complete understanding of the project process, and the terminology and roles inherent to it. What is a project? How are projects organized? How do I manager risks? What are the roles and expected deliverables? How do I control quality?

The answers to these questions can be found in the two-day Project Overview and Definition program of our Project Management Series. By attending this program, participants will learn how to define a project in terms of business need, project objectives, project deliverables and risk. Participants will also be given a typical project life cycle, and coaching in developing a project life cycle of their own.

You Will Learn:

- To define a project
- How projects are organized
- How to identify risks associated with projects
- The roles and responsibilities in the project management process
- To define and understand a project's expected deliverables
- How to control quality
- How to charter a project team

Seminar Content:

- Project management framework
 - Types of organization structures
 - Weak versus strong matrix
 - Role definition
- Project management knowledge areas
 - Scope
 - Time
 - Cost
 - Quality
 - Human Resource
 - Communications
 - Risks
 - Procurement
- Project Life Cycle
 - Stages
 - Typical activities
 - Gates
 - Resource usage
- Project definition
 - Deliverables
 - Charters
 - Success Criteria

Module II: Project Planning and Scheduling

Planning and scheduling are critical aspects of the project management process. Keeping the project focused, on budget, and on time is necessary in order to achieve successful completion. Project planning and scheduling are complete ways of keeping things moving in the desired direction and at the desired pace.

This two-day seminar on Project Planning and Scheduling will focus on planning the project before “rushing off”

to completion. It will teach participants how to develop a budget breakdown system, an activity-based schedule, and how to cover cost contingencies.

You Will Learn:

- To understand and use a budget breakdown system
- The steps to successful activity-based scheduling
- To cover cost contingencies
- To create a milestone schedule
- To estimate required resources using three different techniques
- How to staff up and staff down resources during a project

Seminar Content:

- Defining scope and deliverables
- Defining interim deliverables for each final deliverable using life cycle stages
- Measuring quality criteria for each interim deliverable
- Creating a table of reviews and approvals
- Creating a list of status reports
- Reviewing project team membership for gaps and overlaps
- Creating budget breakdown systems and milestone schedules
- Covering cost contingencies

Module III: Project Execution and Control

Execution and control are the final stages of the project management process. It is at this point in the process that the project team can see and evaluate the results of their work. But the task of managing the project is still not complete.

This final two-day program on Project Execution and Control presents tools and techniques used in monitoring project execution. It will show participants how to determine where or if adjustments in the project execution must be made. It will also focus on the areas of progress tracking, updating the project plan, managing changes, and calculating earned value.

You Will Learn:

- To manage changing requirements
- Methods used to track project progress
- To effectively update the project plan
- The different aspects of project reporting
- To define “scope creep”
- How to calculate earned value
- The role of the Project Manager during project execution

Seminar Content:

- Tracking project progress
- Monitoring cost, schedule and quality
- Project adjustments and change management
- Defining and managing "scope creep"
- Project reporting techniques

- The Project Manager's changing role in the project execution phase
 - Customers
 - Project team
 - Matrix
- Earned value
 - Cost variance
 - Schedule variance
 - Performance index
 - Liar's report
- Adjustment and recovery
 - Schedule crashing
 - Contingency reserve
 - Trade offs
- Managing change
 - Criteria
 - Process
 - Authorization
- Project closeout processes
 - Customer feedback
 - Lessons learned
 - Administrative close-out



Xavier is a Registered Education Provider (REP) approved by the Project Management Institute (PMI)® to offer PDUs. We have developed all of our courses in alignment with the A Guide to the Project Management Body of Knowledge (PMBOK® Guide) – Fifth Edition. Every hour of our class instruction is pre-approved as PDU's to fulfill the Project Management Professional (PMP)® Continuing Certification Requirements (CCR).

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