

# Project Management Level II

Building on the foundation of Project Management Level 1, you'll focus on the last three stages of project management: Execution, Monitoring, and Closing. Learn to manage resources, risks, and get introduced to Agile Project Management Frameworks like Scrum and Kanban.

Group classes in NYC and onsite training is available for this course. For more information, email [nyc@careercenters.com](mailto:nyc@careercenters.com) or visit: <https://www.careercenters.com/courses/advanced-project-management-training>



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## Course Outline

### The Project Team

#### Team Development

- Assembling a Team
- Project Kickoff Meeting
- Characteristics of Effective Teams
- Barriers to Teams

#### Stages of Team Development

- Stage 1: Forming
- Stage 2: Storming
- Stage 3: Norming
- Stage 4: Performing

### Budgets & Costs

#### Types of Costs

- Resource cost rates
- Reserve analysis
- Contingency budget
- Cost of quality

#### Determining Activity Costs

Estimate Activity Costs

#### Determining Project Budget

- Calculations

- Total Budgeted Cost (TBC)
- Time-Phased Budget
- Cumulative Budgeted Cost (CBC)

## The Execution Phase

### Determining Actual Costs

- Determine Actual Cost
- Compare Actual Cost to Budgeted Cost
- Actual Accumulated Cost by Period
- Cumulative Budgeted & Actual Cost Curve

### Determining the Value of Work Performed

- Determine Value of Work Performed
- Earned Value (EV)
- Cumulative Earned Value

### Cost Performance & Project Status

- Analyze Cost Performance
- Measure Project Status

### Cost Analysis

- Analyze Cost Performance
- Cost Performance Index (CPI)
- Cost Variance (CV)
- Estimating the Cost at Completion
- Forecasted Cost at Completion (FCAC)

### Controlling Costs & Corrective Action

- Cost Control Steps
- When to Take Corrective Action

## Limited Resources: Leveling & Smoothing

Resource Leveling

Resource Limited Scheduling

## Risk Management

### Risks & Issues

- Identify Risks
- Risk Assessment
- Probability & Impact Matrix
- Risk Appetite

### Common Types of Risks

- External Risks
- Single Point of Failure

## **Risk Mitigation**

Common Ways of Dealing With Risk

## **Project Communication**

### **Meetings**

- Project Kickoff Meeting
- Different Types of Meetings

### **Reports**

Different Types of Reports

### **Plans**

- Project Plans
- Document Control Plan
- Project Communication Plan

## **The Closing Phase**

Final Payments

Staff Recognition & Evaluation

Post Project Evaluation

Lessons Learned

Archive Project Documents

Customer Feedback

Early Project Termination

## **Agile Project Management**

Overview of Agile

The Agile Manifesto

Agile vs. Waterfall

## **Agile Frameworks**

### **Scrum**

- Scrum Concepts
- Scrum Roles
- Why is Scrum So Popular?
- When Scrum Works Best

### **Kanban**

- Kanban boards
- Work-in-Process (WIP) Limit

### **Extreme Programming (XP)**

- Extreme Programming (XP) Activities
- Designing
- Coding

- Testing
- Listening