

Preparing for the PMI Scheduling Professional (PMI-SP)[®] Exam - 3 Days

Course 248 Overview

- You Will Learn How To**
- Prepare to pass the PMI-SP[®] Exam
 - Construct project network diagrams to identify the sequence of work
 - Calculate Critical Path to determine the project duration
 - Effectively assign resources to build a realistic baseline schedule
 - Perform schedule analysis and recommend corrective actions to keep the project on track
 - Build readable and reliable project reports to keep stakeholders informed on progress
- Course Benefits** Project managers must balance scarce resources and deliver under strict deadlines in the face of ever-increasing customer expectations. This course provides the skills required to schedule and deliver critical projects on time while helping you prepare for the PMI Scheduling Professional (PMI-SP)[®] certification. By performing tasks manually and with third-party software, you practice key scheduling techniques for project success.
- Who Should Attend** Project managers who would like to enhance their scheduling skills and those preparing for the PMI-SP[®] exam. Project management knowledge at the level of Course 296, "Project Management: Skills for Success," or Course 340, "Project Management for Software Development," is strongly recommended.
- RealityPlus[™]** Through a challenging multimedia-simulated case study, you practice essential project estimating and scheduling techniques to create and manage a workable project schedule. Activities include:
- Taking PMI-SP[®]-style practice exams
 - Building a WBS
 - Constructing network diagrams
 - Determining task durations using three-point estimates
 - Calculating the Critical Path
 - Assigning resources and adjusting the schedule
 - Employing EVA to assess project status and forecast future schedule conformance
 - Reporting on the project
 - Adapting to sudden changes

Preparing for the PMI Scheduling Professional (PMI-SP)[®] Exam - 3 Days

Course 248 Outline

Introduction

- Identifying key issues in successful scheduling
- Analyzing your scheduling approach
- Delivering a project

Building the Project Network Diagram

Identifying the work

- Deriving information from project scope and constraints
- Identifying manageable activities
- Building a deliverable-oriented WBS that defines the scope of the project
- Translating a WBS into an activity list

Establishing a sequence

- Choosing a scheduling method: CPM or critical chain
- Developing a schedule model
- Defining precedence relationships
- Establishing dependencies
- Determining lead and lag times

Developing Robust Schedule Estimates

Choosing the right estimating techniques

- Differentiating between estimating approaches
- Explaining the difference between effort and duration

Dealing with uncertainty

- Estimating for activity duration
- Differentiating between duration and resource usage
- Factoring in productivity to determine true duration

Integrating the Schedule and Critical Path

Computing the Critical Path

- Conducting a forward and a backward pass through the network diagram to determine activity start and end times
- Deriving float to identify areas of flexibility in the schedule
- Calculating the critical, near-critical, and noncritical path

Creating Gantt charts

- Establishing the project duration and end date
- Representing relative durations of activities graphically using a Gantt chart

Realistic Resourcing

Resource requirements

- Building a resource breakdown structure
- Identifying the project resource pool

Schedules that make sense

- Allocating resources effectively: resource aggregation, leveling and smoothing
- Addressing resource constraints: rescheduling and resourcing strategies
- Creating a baseline schedule

Controlling the Schedule

Developing scheduling procedures

- Establishing procedures for maintaining and updating the project schedule
- Evaluating the schedule against the Schedule Conformance Index
- Defining the frequency and sources of activity status reports

Updating and maintaining the plan

- Collecting activity status from activity owners
- Recording actual durations
- Updating the project schedule and the project resource pool

Communicating with Stakeholders

Identifying reporting needs

- Interfacing project information with organizational reporting needs
- Aligning project monitoring to project planning

Generating schedule reports

- Controlling schedule and resolving issues
- Reporting project status using EVA, milestones and Critical Path
- Managing information using the Communication Model and the Project Management Information System

Measuring and Improving Performance

Performing schedule-based Earned Value Analysis (EVA)

- Determining the variance between planned and actual values
- Calculating schedule efficiency
- Forecasting the impact to the Critical Path and project duration

Responding to change

- Distinguishing between fast-tracking the project and crashing the critical path
- Creating parallel schedules in order to determine the feasibility of proposed changes