

TRAINING BROCHURE

# Project Management – stage 2

# Project Management – stage 2

## Introduction

Have you completed a basic course in project management and feel that you want to deepen and broaden your knowledge? Project Management – step 2 is a natural continuation, where you can choose whether you want to take it quite soon after completing the basic training or whether you want to gain some practical experience first.

The course content has been developed based on surveys of what participants in our basic training course say they want to learn more about. This is one of the reasons why a large part of the training is devoted to practical cases, exercises, and coaching. This helps you with the challenges you face in the projects you are involved in.

## For whom?

The course is intended for you that have completed a basic course in project management. You may currently run smaller or moderately complex projects and perhaps several parallel projects.

## The aim of the course

Project Management – step 2 aims to provide participants with in-depth skills to manage projects more effectively or take responsibility for parts of larger projects.

## The structure of the course

The duration of the course is 3 days. The days consist of a mix of theory reviews, activities, group work, and discussions.

The training includes a homework assignment to be completed before the start of the course.



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## Contents

### Introduction to project management

A review of common project structures and how they are used in different types of projects.

Examples of parts that are covered are:

- How the project life cycle is structured.
- Different stages based on project type.
- What project management is.
- The difference between a project life cycle and project management processes.
- Knowledge areas.

### Serial and agile project approaches

Participants will learn to understand different types of project approaches and the differences between them, such as agile project approaches and traditional serial project lifecycles. We go through what to look for when choosing an approach, as well as what a hybrid lifecycle is and when it can be used.

Examples of the parts reviewed are:

- Types of project arrangements and project lifecycles.
- Roles and concepts.
- Choice of approach.
- Hybrid approaches.

### Workshop: Serial and Agile Project Approaches

Here the participants will discuss in groups which approach(es) are suitable for the case project used in the course. The aim is to get the participants to reflect on the conditions for different approaches and when they are best suited.

### Tailoring – the adaptation of project management

"Tailoring" is the managed adaptation of project management to the needs of the project and its conditions. Tailoring helps the project management team to plan, control and manage the project and its deliverables appropriately while executing the project in accordance with the organization's requirements.

Topics covered include:

- The purpose of tailoring.
- The tailoring process – how adaptations can be made in a controlled way.
- Assessment of complexity.

- What can be tailored.

### Stakeholder analysis and management

The project's stakeholders are all those involved in, or affected by, the project's implementation or results. The stakeholders can be internal or external to the project organization.

Examples of areas covered are:

- Identification of stakeholders.
- Classification of stakeholders.
- Analysis of stakeholders.
- Strategy for stakeholder management.
- Communication.
- Change management.

### Workshop: Stakeholder analysis

Here the participants will work in groups on the case and practice identifying, analyzing, and evaluating stakeholders, and define how each stakeholder needs to be managed during the project. The aim is for the participants to practice stakeholder analysis and plan stakeholder management.

### Managing the project requirements and its results

Managing and following up on requirements and expectations from project stakeholders in a good way is a prerequisite for delivering successful projects. Requirements management is the process of collecting, documenting, analyzing, and prioritizing requirements.

The content of this part consists of, among other things:

- Needs analysis.
- Requirement specifications.
- Prioritization of requirements.
- Traceability matrices.
- Quality planning.
- Quality assurance.
- Quality controls.

### Workshop: Requirements management and quality assurance

In this group work, the participants will practice planning the development of a needs description/requirements specification based on the requirements and wishes expressed by the project stakeholders and plan quality assurance/quality control.

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## Costs and calculation

In assessment and costing, the needs of the project are calculated in terms of time and cost. As in many cases 'time is money', the two concepts are closely linked. There are several elements that form the basis of the assessment and costing. The most obvious are labor, materials, and equipment.

Examples of the elements covered are:

- Project economics.
- Different types of costs and different components to assess and calculate.
- Approaches to estimating and costing.
- Budgeting.

## Workshop: Costs and calculation

The aim is for participants to practice developing a project budget. Based on defined resources, fixed & variable costs, and risks, cost estimates should be made, and a project calculation created.

## Active work with project risks

The risk management process includes all steps from overall planning through identification and analysis to action planning and monitoring & control. Without control of the project's risks, it is difficult to act proactively as a project manager.

We go through, among other things:

- Identification, analysis, and evaluation of risks.
- Planning of risk management measures.
- Follow-up of risks.
- Management of risks during the project.

## Workshop: Active risk management

In this case, participants are asked to carry out a risk workshop in groups on the assumption that new information has emerged during the project. The aim is to practice how risks are managed.

## Continuous monitoring

More often than not, however, projects do not go as planned and unforeseen events occur that can throw them off course. Therefore, the project manager needs to always know the status of the project.

Examples of topics covered are:

- The purpose of monitoring.
- Ways to follow up on projects.
- Visualization of status.
- Forecasting.
- Status reporting.

## Deviation management and change management

As it is not possible to accurately predict every condition that will prevail during project implementation, deviations will occur between the actual and the planned outcome. Such deviations result in the need for action, which must be managed to bring the project back on track. During the project, changes to the project plans will also be initiated. This changes the conditions for the project and must be managed in a structured way.

This part consists of:

- Deviation management.
- Control areas.
- Assessments, coordination, and prioritization.
- Deviation and change process.

## Workshop: Deviation and change management

The participants will discuss in groups and practice how to handle deviations, based on a predefined scenario. The aim is for participants to understand which areas need to be considered when deviations and changes occur in projects.

## Feedback and coaching

Feedback and coaching are powerful tools for creating well-functioning projects, both for internal and external project stakeholders.

Examples of areas covered are:

- Introduction to feedback.
- Theories about feedback.
- Receiving and giving feedback according to the NVC model.
- Explaining the concept of "pre-connection".
- The role of the coach.
- Coaching approach.
- GROW/NÖHRA.

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## Coaching – your own project management challenges

Here the participants are divided into troikas. The exercise is based on the homework that the participants did before the course commenced. A participant describes his/her challenges and receives coaching from the other two, with support from the lecturer. They then switch roles so that everyone gets reflections, tips, and advice on their own unique project management challenges.

## Program

### Day 1

09.00–17.00

- Introduction.
- Structures for project work.
- Serial and agile project approaches.
- Workshop: Serial and agile project approaches.
- Tailoring – guided adaptations by project management.
- Stakeholder analysis and stakeholder management.
- Workshop: Stakeholder analysis and stakeholder management plan.
- Managing project requirements and deliverables.
- Closure and summary of day 1.

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### Day 2

08.00–16.30

- Looking back at day 1 – thoughts, discussions, and questions.
- Workshop: Requirements management and quality assurance.
- Costs and costing.
- Workshop: Costs and calculation.
- Active work with project risks.
- Workshop: Active risk management.
- Continuous follow-up.
- Closure and summary of day 2.

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### Day 3

08.00–16.30

- Looking back at day 2 – thoughts, discussions, and questions.
- Deviation and change management.

- Workshop: Deviation & change management.
- Feedback and coaching.
- Coaching – your own project management challenges.
- Summary – reflection and use in future work.

## Workshop

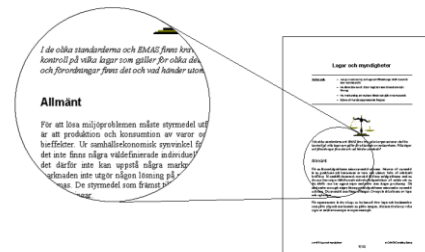
The theory sections of the course are mixed with several different workshops. These workshops are carried out in groups under the supervision of the lecturers.

## Course certificate

A certificate of attendance will be issued for participation on all days of the course.

## Course material

The course material consists of a course binder in which the different lectures are documented in detail. It is detailed enough to be used as a reference in daily work.



*Our goal is to always offer the best training material on the market.*

## The lecturers

The course is given by lecturers with good pedagogical skills and expertise in project management. All lecturers have extensive experience in project management work and contribute with examples from real situations.

## Course fee

The price per participant is indicated in the training calendar. The price includes full course documentation, lunch, and morning & afternoon coffee.

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## Our training methodology

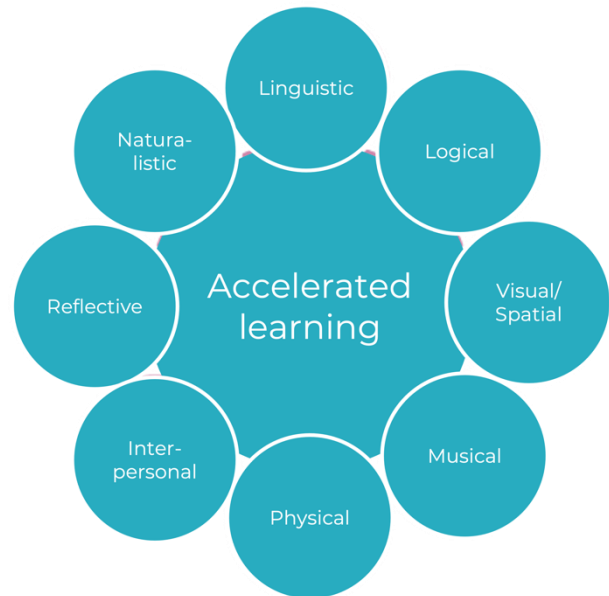
We run both open and in-house training courses. Knowledge is the basis for fact-based decisions and a prerequisite for engaging management and staff. Knowledge is part of our approach to changing behavior. Simply providing information is seldom enough to make people act differently.



*The staircase model for information transfer and processing of values and attitudes*

We complement the information with methods to address the values and attitudes of the participants. Through well-thought-out workshops, we go through all stages of the learning process. In in-house training, we often use the staircase model (see picture above) with training in the company's own operations and follow-up.

To further customize the training, company visits and consultations with our experienced consultants often precede in-house training. Part of our strength is that we can offer a complete solution for each company's training needs, from operator level to senior management. Our training courses are based on best practices from practical work in companies, where the lecturer provides many real-life examples. This is combined with a theoretical foundation.



The Accelerated Learning methodology, which involves stimulating learning with all the senses, is widely applied. The training group should consist of a maximum of 20 people, which gives the lecturer the opportunity to activate all participants in discussions. By alternating theory with activities and workshops, participants are given the opportunity to apply what they learned, which facilitates learning.

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### Contact us for more information:

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# CANEA – lasting success

There are three key factors for a successful change process: Competence to create and drive the change. IT systems that control and support it properly. And relevant know-how among your employees to maintain it over time. We are unique in bringing these three factors together in an integrated offering. This is a key reason why we have been able to deliver great results to hundreds of customers over the past 20 years.



## **CANEA Management – making your organization better**

Our experience from numerous assignments shows that there are valuable opportunities for improvement in every organization. To meet increasingly stringent requirements, it is important to develop your own operations.

We have extensive experience with what works. This is gathered in our own method library, which forms the core of our knowledge and experience management. Based on each client's situation, an adaptation is made so that both the whole and the details work.

Our consultants understand both the whole and the details of an organization's environment, function, and management. Additionally, they have well-developed analytical mindsets and the ability to motivate. Teaching skills are also a given since we place great emphasis on knowledge transfer.

## **CANEA ONE – an integrated software suite**

CANEA ONE is a comprehensive software suite for effective business management. The system enables control, implementation, monitoring and improvement of the business thanks to a fully integrated management of strategies, projects, processes, cases and documents.



### **CANEA Document**

A document management system that creates order. Ideally managing an integrated management system.



### **CANEA Workflow**

A case management system that allows you to design, deploy and monitor all types of workflows in a single solution.



### **CANEA Project**

A comprehensive and easy-to-use project, portfolio, and resource management system supporting all aspects of project activities.



### **CANEA Process**

An effective solution for modeling, communicating, collaborating, and improving business processes.



### **CANEA Strategy**

Enables strategy activation through smart features such as goal decomposition, communication, and visualization.

