

# PROJECT EXECUTION & CONTROL

## *KEEPING THE TRAIN ON THE TRACKS*

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### COURSE SUMMARY

Why worry about controlling projects? Because if your project falls 15% behind or more, it is unrecoverable. That's right – *unrecoverable!* Only if deviations from your project plan are recognized early can they be corrected. How do you keep your team and resources moving in the right direction? After spending so much time and effort in planning, don't let your projects "come undone" in the Execution phase. Further, don't fall into the trap of viewing your project from only one perspective (typically schedule or budget).

Understand how to accurately monitor actual progress against the project plan that the project team so painstakingly created. And learn how the project manager goes about the daily, weekly and monthly routines to implement that monitoring and control function that helps ensure the project plan is executed and stakeholder expectations are met.

### SPECIFIC COURSE OBJECTIVES

- ◆ Understand the principles of successful project control
- ◆ Extend learning from the Project Management Fundamentals course on the topic of project controls – review all general project controls and how to use each during the execution phase to “control” projects. These include:
  - Change Control Management
  - Risk and Issues Management (our AIRCOT process)
  - Communications Management
  - Contract & Procurement Management
  - Quality Management
  - Performance Management
- ◆ Review to ensure understanding of the critical path, the resource critical path, critical chain scheduling, and how to monitor the critical path (and other paths) during project execution
- ◆ Review milestones and how to track and report against them as an effective technique in relating performance to stakeholders
- ◆ Understand how to track against a baselined project plan/schedule – how to watch for variances, report on them, and how to take corrective action to improve (lessen) variances and get your project back within acceptable project tolerances for schedule and budget (note: detail regarding budget will vary by customer)

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- ◆ Know the pros and cons of the Earned Value Method and briefly discuss EVM techniques, both “light” and “full” (note: depending on the experience level of the student group, instruction may be more or less detailed on this topic)
- ◆ Understand the typical schedule optimization/corrective action techniques such as schedule compression, crashing, fast-tracking, and scope and/or budget modification, and discuss other creative options as well
- ◆ Review the triple constraint and understand how to use it, and the sponsor’s triple constraint-based priorities, to make the appropriate trade-offs during the execution phase that minimize risk exposure while delivering the quality the sponsor expects
- ◆ Discuss the project manager’s weekly routine during the execution phase – what will the PM do weekly, monthly, etc? How will the PM utilize the project controls in a practical way? What meetings should be conducted? What will the PM do to keep the sponsor and other stakeholders content? In short, what must the PM do in order to perform his or her job most effectively?

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This 2- to 3-day advanced course will help the student-project manager understand how to better use the appropriate routines, techniques and specific project controls to keep their projects within acceptable tolerances for time and cost while delivering at or above stakeholder-expected quality. The instructor will use a mix of lecture with some practical lab work and discussion. DIDEX, LLC is certified as a Global Registered Education Provider (R.E.P.) and grants 14-21 Professional Development Units (PDUs) for this course.

Note: we encourage our customers to work with us to customize our courses for a more effective, meaningful delivery.

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