NON-DEGREE

INTERMEDIATE PROJECT MANAGEMENT

Intermediate Project Management at Wentworth Institute of Technology is designed to take your project management skills to the next level. You will learn to effectively lead complex projects and teams. Seven interactive modules will cover topics including managing communication strategy, team issues, network diagrams, cost and risk analysis, and troubled projects. The workshop concludes with the delivery of a final presentation, where you will apply your learnings to your unique project challenge.

What you learn:

- Managing Communications
- Managing Teams
- Managing the Critical Path
- Managing Risk
- Managing Cost Control
- Managing Troubled Projects
- Presenting Projects

Format

Online | Self-Paced | Interactive

Students complete a sequence of online modules at their own pace, as their schedule permits. Each module may include assigned readings or media, online quizzes, discussion boards, and more. The instructor will guide you through the course, provide feedback, and assessments of your learning.

Time Commitment

7-Weeks | 35 Hours

You can expect to commit up to approximately five (5) hours per week to readings, exercises, and assignments. Students have up to 10-weeks to complete the workshop.

Credentials Awarded

Upon completion of the course, you will earn 3.5 Continuing Education Units (CEUs) and a Wentworth verified digital credential/certificate of completion to showcase on their resume and online channels.

A CEU is not an academic credit; however, it is a nationally recognized standard of documenting the successful completion of non-degree professional training. One CEU is equivalent to ten instructional hours.

Instructor

Cindy Stevens, Ph.D., Professor, Business Management, School of Management

Recommended Pre-Requisite

Introduction to Project Management

Module Overview & Learning Outcomes

Students complete a sequence of seven online modules. Each module may include assigned readings or media, online quizzes, discussion boards, and more. The instructor guides students through the course, providing feedback, and assessments of learning.

Module 1 | Managing Communications

This session is designed to encompass managerial communication strategies to examine organizational exchanges that can potentially impact the entire project. By focusing on interpersonal and small group communication skills, participants will study and understand the importance of a variety of managerial skills to achieve overall goals.

Learning Outcomes:
- Analyze managerial communication strategies.
- Formulate an effective communication strategy/process for any message.
- Improve communication abilities.
- Give and receive feedback.
- Work effectively with others.

Module 2 | Managing Teams

This module is designed to examine intermediate topics related to project team building for project management. Building and managing high-performing project teams is essential to any project success. Projects that are successful with the three quality constraints (scope-cost-time) depend on the effectiveness of the project team and PM's ability to motivate and manage the members.

Learning Outcomes:
- Describe the phases of team building.
- Develop teamwork and management skills.
- Apply the techniques of conflict resolution to make teams more effective utilizing SMART goals as an action plan.
- Using the project leadership pyramid develop a core set of principles related directly to your own teams.

Module 3 | Managing the Critical Path

This module is designed to examine the critical path method for project schedules. Network diagrams will be reviewed, along with forward pass and backward pass node structure for early start (ES) and late start (LS), plus early finish (EF) and late finish (LF) calculations. Total and free float calculations will be covered to determine slack determinations.

Learning Outcomes:
- Discover critical path method for project management.
- Understand early start, late start, early finish, and late finish calculations.
- Find the critical path of a project.
- Calculate free and total float for a project.

Module 4 | Managing Risk

This module is designed to examine project risks, both positive and negative. We will revisit the project risk management plan and review key project management skills to mitigate risk when risk does occur. In

addition, types of risks are reviewed (scheduled, costs, performance) and project crashing tools/processes will be covered.

Learning Outcomes:
- Examine projects risks, both positive and negative
- Summarize the project management plan, along with low, medium, and high risks.
- Assess three types of risk: schedule, costs and performance.
- Formulate a project crashing model for a given project.

Module 5 | Managing Cost Control

This module explores managing budget control for projects. Cost controls are critical to the success of projects. Determining and utilizing monitor and control tools and techniques, helps the PM forecast, plan for change, and re-allocate budgets for mitigation if necessary.

Learning Outcomes:
- Evaluate monitor and control techniques for projects.
- Define Earned Value Management System (EVMS) concepts.
- Select best EVMS budget concepts.
- Analyze budget scenarios.

Module 6 | Managing Troubled Projects

In this module, we establish the definitions of project success and failure and how to measure them. We also explore different causes of project failure.

Learning Outcomes:
- Analyze the different metrics involved in measuring project success and failure.
- Explain failure and success criteria.
- Discuss the different degrees of project failure.
- Analyze risks that can lead to failure.

Module 7 | Presenting Projects

In this module, participants will record and present a workshop final project. Presentations will be on a chosen topic from each module's "light bulb" ideas to allow for deeper exploration of the area. In addition, participants will self-reflect the learning process over the course of this workshop.

Learning Objectives:
- Prepare and present individual recorded projects.
- Create a PowerPoint (or other with approval) final project presentation.
- Reflect on project management techniques and processes in this workshop.