

COURSEWARE

IPMA-D BASED ON ICB 4

Courseware

IPMA-D based on ICB 4 Courseware

Colophon

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Agenda:

Day part:	Topics Day 1 – Starting the Project	Topics Day 2 – Planning and Delivery	Topics Day 3 – People Skills	Topics Day 4 – People and Context
1	What is Project Management?	Estimation Methods	Core quadrants	Organisational Culture
	Project Management Success	Critical Path Method	Johari Window	Dimensions of National Culture
	The Idea	Resource Scheduling	4 Layers of a message	Types of Conflict
	Involve Stakeholders	Cost Budgeting	Questions	Conflict Handling
	Requirements and Goals	Project Organisation and Roles	Uses of Argument	Harvard Method
2				
	Scope	Concepts of Risk	Active Listening	Creativity – Techniques
	Introduction to Product Decomposition	Risk Management Processes	Types of Ethics	Seven Habits
	Quality	Control and Reports	Self Determination Theory	Project, Programme and Portfolio
	Project Life Cycle	Project Control – Slip Charts	Hersey and Blanchard	SWOT Analyses
	Agile and Scrum	Project Closure	Teamwork - Tuckman	
	Project Management Plan			

Content

Agenda	III
Day 1	6
Content Day 1	7
What is project management?	8
Project management success	10
The Idea: What is project management	13
Involve stakeholders	18
Requirements and goals	22
Scope & Deliverables	25
Work breakdown structure	28
Quality	32
The project lifecycle	38
The Agile approach	44
The project management plan	49
Day 2	55
Content Day 2	56
Methods of Estimation	56
The Critical Path	62
Resource scheduling	68
Budget	73
Roles and responsibilities	76
Concept of risk	84
Risk management processes	86
Control and reports	94
Project Control – Slip charts	98
Close out	104
Day 3	109
Content Day 3	109
The Core Quadrant	110
Johari Window	115
The 4 layers of a message	120

Asking the right question	123
The uses of argument	129
Active listening	131
Types of ethics	136
Motivation	144
Hersey & Blanchard	155
Teamwork - Tuckman	158
Day 4	159
Content Day 4	160
Organisational culture	160
Cultural dimensions	167
Type of conflicts	171
Conflict management	175
Negotiation: Mutual gains	179
Creativity techniques	184
Leadership	188
Projects, programs and portfolio	194
SWOT analysis	198
Multiple Choice Exam	206
Answers Multiple Choice Exam	213
Open Questions Exam	214
Answers Open Questions	221
Study book reference register	227






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About the course



Study book




Courseware



Trainer slides

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Day 1

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Content Day 1

- What is project management?
- Project management succes
- The idea: What is project management
- Involve stakeholders
- Requirements and goals
- Scope & Deliverables
- Work breakdown structure
- Quality
- The project lifecycle
- The Agile approach
- The project management plan



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Day 1

What is project management?



Ways to organise activities

Routine

- For standard work

Improvise

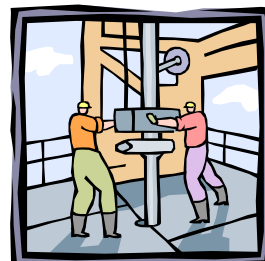
- For short jobs

Project/Planned

- When the duration is longer

Project Management

- The management of project work



Project Management is ...

A way of achieving something new/deviating/outside the routine.



Think before
you do.

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Who is going to manage the project?

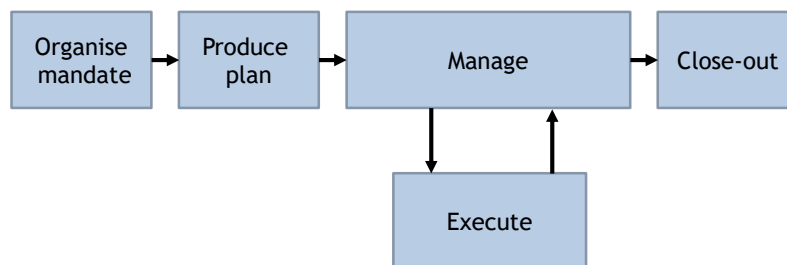


Do you do it
yourself, or
appoint a project
manager?

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Project Management in general

Organise a mandate for the person who is responsible
Reflect on it, think about it and produce a good plan
Manage the execution of that plan
Formally close-out a project



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Day 1

Project management success

When is ...



A project successful?

A project manager successful?

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Two definitions of success

Teun van Aken

- **Project success** is the extent to which the (delivered) project result satisfies the actors involved.

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- **Project management success** is the recognition of the project management results by the relevant interested parties.



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Success factors according to the Standish Group

1999

- User Involvement
- Senior Management Involvement
- Clear Business Objective
- Experienced Project Manager
- Smaller Project Milestones
- Set Programme of Requirements
- Competent Team
- Proper Planning
- Ownership
- Other

2001

- Senior Management Involvement
- User Involvement
- Experienced Project Manager
- Clear Business Objective
- Limited Scope
- Standard Software Infrastructure
- Program of Requirements
- Formal Methodology
- Reliable Estimates
- Other

2015

- Executive Support
- Emotional maturity
- User Involvement
- Optimization
- Skilled staff
- Standard Architectural Management Environment
- Agile
- Modest execution
- Project management expertise
- Clear Business Objectives
- Other

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Start at the beginning

Who is my customer/sponsor?

Who are my users?

Who are my suppliers?

What do they want from this project?


- Goal (effect) : What is expected of the project
- Result : What should the project deliver

What is expected of me?



- Approach or project strategy



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Day 1
The idea: What is project management



The beginning



Organisational issue

An idea

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The idea can be ...

Another way of working
Moving to a different office
Developing a new product
A marketing campaign
A training programme
A renovation
The purchase of a piece of software
A structural solution to wastage



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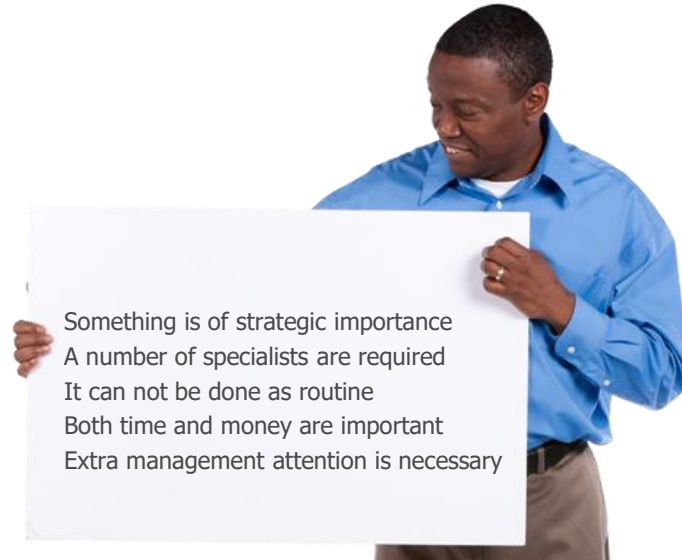
Two important questions

Is it a project or a small job?
Shall I do it, or shall I delegate it?



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Something is a project when ...



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Are you going to do it yourself

Self	Delegate
If you find it very important You are wearing many hats And you will become extremely busy	With a sufficient mandate Someone takes the work out of your hands Can give it his full attention

If it is not too complex then this can really work.

Project management is a role, just as project sponsor is.

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When you delegate, ensure there is a mandate

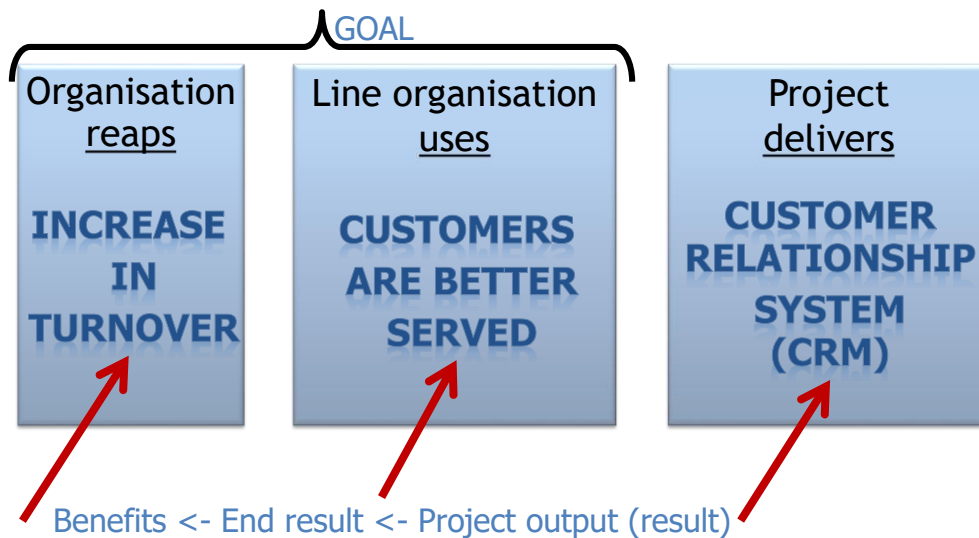


- Organise and record:
- Goal of the project
 - Required result
 - Responsibilities
 - Constraints
 - Phasing



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The goal and the result of a project



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Responsibilities

Responsibilities require authority
What do you delegate
Where do you let people assist you

What	Project sponsor	Project manager	Team members
Negotiation with suppliers	Delegate	Execute	Advise
Signing of contract	Execute	Advise	Inform



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Constraints: Criteria for the plan

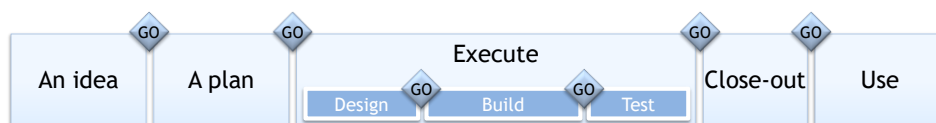
When must it be ready?
What is the budget?
What must it be able to do?
What do you have to take account of?



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You solve uncertainty by phasing

The more uncertain a project is, the more phases
At the end of each phase, you decide if you carry on further



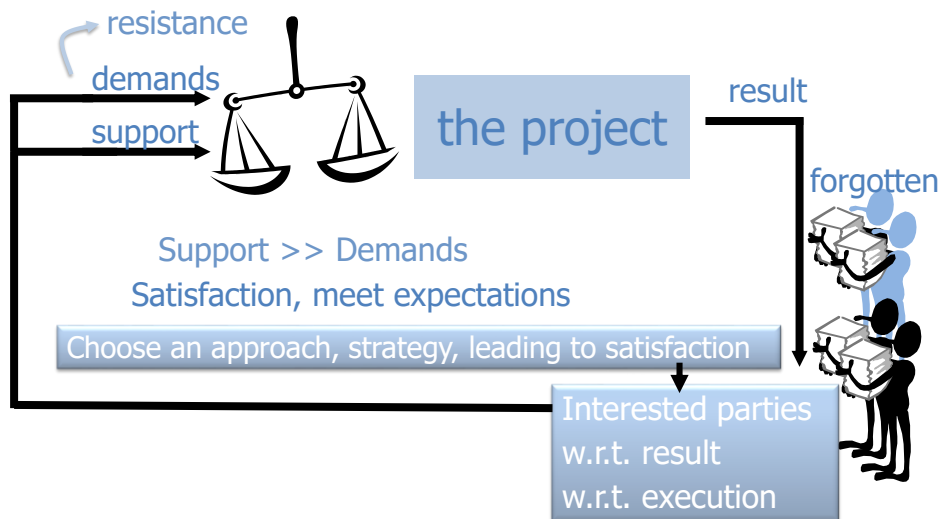
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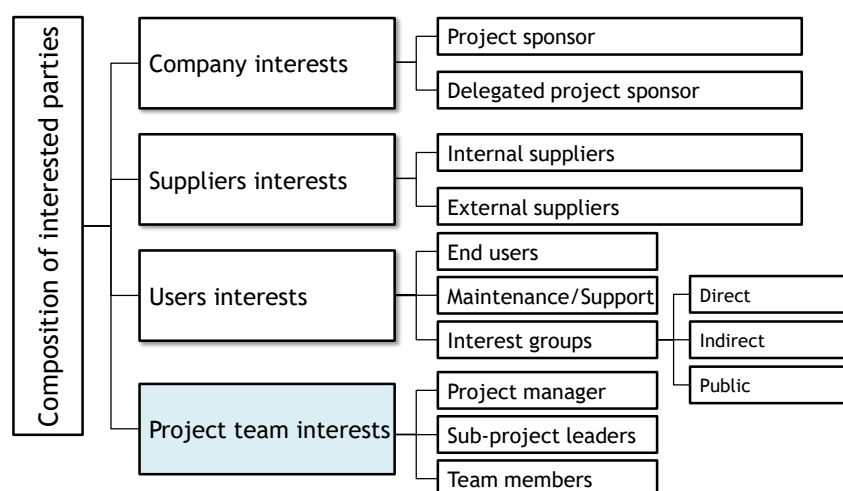
Involve stakeholders

The Project Environment



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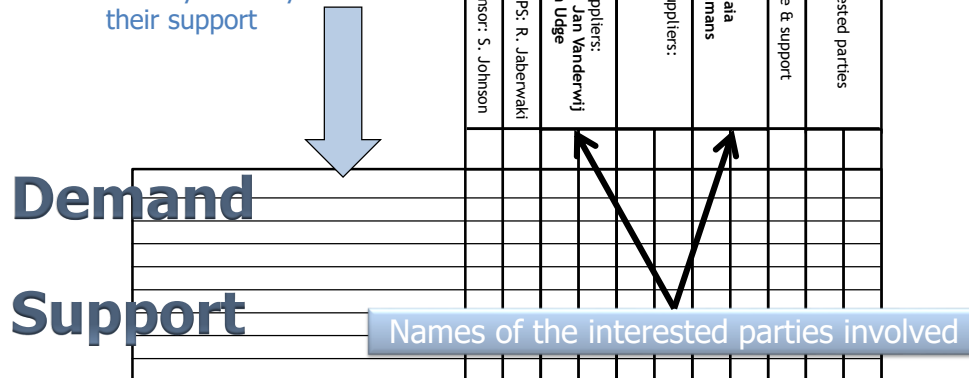
Which interested parties/influencers are there?



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Identify (the influence) of interested parties

1. Identify interested parties
2. Identify influencers
3. Identify where you want their support



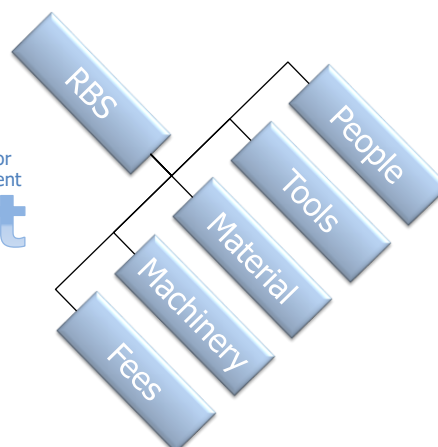
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We need support for resources



From senior management

support



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