SMART INDUSTRY READINESS INDEX

WORLD ECONOMIC FORUM

Project Management Fundamentals

Training Objectives

Project Fundamentals: Expanded 3 Day Course Content:

- To be delivered in 2 x 1 day in person/tutor led training
- Half day hold to account session and wrap up/celebrate success event.
- Additional coaching and mentoring of 4 hr per delegate
- Bespoke focus on the businesses Continuous Improvement projects to raise relevance and learning uptake.

The Golden Triangle & Business Needs

This course will introduce learners to the **golden triangle** (also known as the triple constraint or project management triangle), a foundational model in project management. The programme will draw clear connections between **time**, **cost**, and **quality** and demonstrate how these elements interact to shape and define project **scope**:

- **Time:** The schedule for project delivery. Discuss estimating, critical path, and scheduling impact.
- **Cost:** The budget—both financial and resource input—required to achieve objectives.
- **Quality:** The standards the project output must meet to be considered fit for purpose.
- **Scope:** The totality of deliverables, features, and requirements (the "what" of the project).

The course will bring to the learner's attention the change to one constraint will necessarily affect the others, and how scope is the “body” that emerges at the intersection of time, cost, and quality trade-offs. Throughout the programme, we will use real-world examples and interactive scenarios illustrating how business priorities and resource availability drive difficult project decisions.

Day 1: Introduction & Foundations

Welcome, Objectives, and Icebreakers

- Overview of course structure, expectations, and assessment.
- Interactive group discussion: participants share prior experiences and expectations.
- Icebreaker: Identify recent internal business changes and classify them as "projects" or "business as usual"; discuss in groups.

What is a Project?

- Definition and characteristics of a project (APM-aligned): unique objective, defined start and end, resource constraints, cross-functional teams.
- Contrast: Project vs. Business as Usual—participants create a side-by-side comparison chart using examples from their setting.
- Activity: Analyse a business improvement example, distinguishing which aspects make it a project.

The Golden Triangle in Action

- Present the interdependency between time, cost, and quality.
- Activity: "Golden Triangle Negotiation"—each group receives a project scenario where a change in one constraint forces rethinking of the others.
- Discussion: How scope is shaped by choices across the triangle and relates to business priorities.

Project Success Factors

- Critical success and failure factors: clarity of objectives, sponsorship, stakeholder engagement, communication, risk management.
- Group brainstorming: factors influencing successful projects within their business**.**

Key Project Roles

- Overview: sponsor, project manager, team members, end users, product owner, project governance, PMO.
- Tabletop role-play: Simulate a project team meeting addressing a business improvement challenge; clarify roles and expectations.apm-project-fundamentals-qualification-handbook.pdf

Day 1: Introduction & Foundations

Project Life Cycle

- Linear and iterative life cycles; stages: concept, definition, deployment, handover, closure, benefits realisation.
- Visual exercise: Map a current business improvement idea through the project life cycle, identifying internal triggers for each stage.
- Task: TBC with customer, but assume we start focussing in further on CI Project teamwork with tasks set for follow up on day 2.

Day 2: Tools and Techniques in Action

Project Planning Foundations

- What is a project plan? Key elements and hierarchy—business case, WBS, schedule, budget, quality plan.
- SMART Objectives: break down project goals into specific, measurable, achievable, relevant, and time-bound targets.
- Activity: In teams, create SMART objectives for a business improvement idea.

Work Breakdown Structures (WBS) & Breakdown Models

- Introduction to WBS, PBS, OBS, CBS, and RAM.
- Collaborative workshop: build a WBS for a real or supplied internal project—focus on how breakdown structures help clarify scope and resource needs.

Day 2: Tools and Techniques in Action

Estimating & Scheduling

- Estimating methods: analogous, analytical, parametric.
- Overview of scheduling (Gantt charts, milestones, dependencies), critical path, and resource allocation.
- Activity: Groups estimate timelines and resources for their sample project using basic estimation techniques.

Resource Management

- Identifying resources: people, skills, equipment.
- Introduction to resource levelling and smoothing. Discussion on internal constraints and opportunities in their own organisation.

Risk Management

- Definitions: risk vs. issue.
- Stages: identification, analysis, response, closure.
- Exercise: Populate a risk register for the supplied project and prioritise responses.

Day 2: Tools and Techniques in Action

Quality and Change Control

- Quality planning, assurance, control.
- Change control process: steps (capture, assess, approve/reject, implement).
- Interactive scenario: Review a change request—assess its impact on time, cost, and quality.

Business Case Development

- Purpose, who owns it, typical content (need, options, benefits, costs, risks).
- Teams draft a mini-business case for their project: identify key drivers tied to internal business needs.

Stakeholder Identification & Engagement

- Techniques (stakeholder analysis, mapping, power/interest matrix).
- Group task: Stakeholder mapping for their internal project.
- Discussion: Roles of communication and engagement; develop a communication plan outline.

Day 2: Tools and Techniques in Action

Applied Project Work

- Teams compile a short project plan (scope, schedule, risk register, stakeholder map, business case summary) for a real or supplied improvement project.
- Facilitator clinics: real-time feedback as teams build their “project skeleton.”
- Task: Further progress of CI projects, lead the teams to be able to complete or be at advanced stages for the call to account session.

Day 3: Call to Account

Presentations & Peer Review

- Teams present project outcomes, focusing on how the golden triangle was balanced and how decisions mapped to internal business needs.
- Peer Q&A and instructor feedback; group reflection on learnings and lessons for future projects.

Next Steps/additional coaching

- Personal action planning session: identify areas for further development, how to apply learning immediately.
- Overview of further qualification options (APM PFQ, PRINCE2 Foundation), linking to the layered knowledge approach—course is the “skeleton"; higher-level qualification adds "muscles," "organs," and fine-tuned abilities.apm-project-fundamentals-qualification-handbook.pdf

Day 3: Call to Account

Learning Approach & Layered Knowledge Model

- Each tool or concept is presented first as a "bone" in the project management skeleton.
- Practical exercises "add muscle" by embedding the knowledge through hands-on use.
- Feedback, reflection, and real-world application "layer skin"—solidifying the body of knowledge.
- Delegates leave with a clear structure and resources for further deepening and advancing their skills.

Mapping to APM Fundamentals & Applied Learning

- Each segment aligns with the APM Project Fundamentals Qualification learning objectives: terminology, roles, planning, risk, quality, change, teamwork, and communication.apm-project-fundamentals-qualification-handbook.pdf
- Emphasis is placed on tailoring all activities and applications to the internal business environment.

Day 3: Call to Account

Supporting Materials & References

- This content references the APM Project Fundamentals Qualification Handbook and best-practice materials for building practical, business-aligned project management knowledge. apm-project-fundamentals-qualification-handbook.pdf

Costs

£850 + VAT per person

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