Course Overview

Project management (PM) has evolved from being an accidental job title into a chosen profession for many, especially for engineers. Even if you choose to follow a strictly technical career path, you will almost certainly be working on projects, and this course can help you understand that context.

Employers very much value competence in project management. This course covers most of the knowledge areas and processes of the globally recognized PM Body of Knowledge: integration, scope, cost, schedule, risk, resources, stakeholders, communications, and procurement management. We take a practical, applied approach, with large and small group discussion, individual and team workshops. You will apply tools and techniques of project management to a “real” project with a case study and gain “lessons learned” from actual international and domestic aerospace projects.

Course Objectives:

- Understand the most commonly recognized framework and terminology of PM.
- When entering the workforce, be better able to confidently fit into a formal PM environment, or to manage your own informal projects.
- Value the importance of a systematic process to manage projects.
- Add techniques to your PM “toolbox”, increasing your value to your organization and to the marketplace.
- Increase your own PM “lessons learned” from actual engineering projects.
- Develop the essential elements of a project plan
- Optional: With further reading and work experience, be prepared to sit for one of the PM designation examinations.

Instructors:

Darya Duma, PEng, PMP, is a Senior Trainer and Consultant with Procept Associates and President of 4DPM, and was the Quality Manager responsible for maintaining Procept’s ISO 9001 registration. Practice areas include PM methodology design, PM software implementation, and course design and delivery. Darya was a member of the PMI REP Advisory Board, and is a member of the Canadian Mirror Committee and expert delegate for Working Group 2 (governance) on ISO/TC 258 for projects, programmes and portfolios. She is Program Director for Procept’s 10-day Mechanical Contracting Project Management course at University of Waterloo. Her corporate customers include Canada’s two largest nuclear electricity generators, a defense contractor and two mining corporations. She was a practicing Project Manager for over 10 years, with extensive international experience, including developing national and international standards for CSA and ISO, and managing elevator installations for a mechanical contractor.

Tim Dunn, is a Senior Program Manager with 40 years of experience managing multi-disciplinary, fixed price commercial, aerospace and defense programs ranging from $30M to $500M. Tim held the role of Director of Programs at MacDonald Dettwiler & Associates (MDA, formerly SPAR Aerospace) for 8 years, managing the Program Management Office with 12 direct Project/Program Manager reports. As part of his diverse Program Management experience, Tim led an internally funded business venture geared towards refueling commercial satellites in geostationary orbit (GEO). As Director of Solutions Engineering, reporting directly to the General
Manager, he interfaced between Programs and Business Development and was responsible for all major MDA proposals. Tim worked for a year as Director of Engineering as part of the matrix organization at MDA. Earlier in his career, Tim was the Director of the Mobile Servicing System Program (MSSP) for 14 years, accountable for the design, procurement, fabrication and delivery of the major robotic elements on the International Space Station (ISS). Tim’s strengths lie in his relationship building, negotiating, conflict management and proposal management skills as well as his experience with the management of large highly complex programs.

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Max Wideman’s “PM Comparative Glossary” at www.maxwideman.com is an excellent free reference. ISO 21500 Guidance on project management is another standard to be aware of and can be used as a reference, particularly for global work.

Course Outline: The following is a guide. Content covered in each session may vary.

October 4, 9:00 am – 5:00 pm
1. The Project Context
2. Project Integration
3. Stakeholder Management
4. Scope Management
Workshop: Stakeholder Identification, Project Charter

October 5, 9:00 am – 5:00 pm
5. Schedule Management
6. Cost Management
Workshops: Work Breakdown Structure, Yellow Sticky Precedence Diagramming, Earned Value

October 6, 9:00 am – 5:00 pm
7. Communications Management
8. Procurement Management
9. Risk Management
10. Resource Management
Workshops: Contract Types, Risk Planning

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