



GLOBAL PROJECT MANAGEMENT, LLC & ASSOCIATED BUILDERS & CONTRACTORS (NEW ORLEANS BAYOU CHAPTER)

2009 Management Education



Global Project Management, LLC
3090 Gause Blvd., Ste. 614 • Slidell, Louisiana 70461 • www.globalpmcorp.com • Tel: 985.781.9190

Associated Builders and Contractors / New Orleans Bayou Chapter
101 Riverbend Drive • St. Rose, Louisiana 70087 • www.abcbayou.org • Tel: 9504.468.3188

Table of Contents

Management Education Courses

The Fundamentals of Project Management	02
Scheduling with Primavera Project Planner (P3)	07
Scheduling with Primavera SureTrak Project Manager v. 3.0a/b	09
Scheduling with Primavera (P6)	11
Scheduling with Primavera Contractor	13
Scheduling with Microsoft Project	15
The Fundamentals of Planning & Scheduling	16
About Global Project Management, LLC (GPM)	19
Registration Information	21



GLOBAL PROJECT MANAGEMENT, LLC

Project Management Institute Global Registered Educational Provider (PMI R.E.P.): 2158
3090 Gause Boulevard, Ste. 614
Slidell, Louisiana 70461
Telephone: (985) 781-9190
Fax: (985) 781-9084
Website: www.globalpmcorp.com

Course Title: The Fundamentals Project Management

PMI Course ID: GPMCEP

Materials: PMI's *Third Edition Project Management Body of Knowledge (PMBOK)* and Global Project Management's, PMI Certified, *Project Management for Professionals, 8th Ed.*

Course Duration: Four Evenings

PDU's Awarded: Twelve (12)

Course Lessons:

Lesson 1: Introduction & PMI Certifications

Lesson 2: The Project Management Framework

Lesson 3: Initiating a Project

Lesson 4: The Process of Planning

Lesson 5: Developing Project Schedules, Cost Estimates, and Budgets

Lesson 6: Planning Project Quality, Staffing, and Communications

Lesson 7: Analyzing Risks and Planning Risk Response

Lesson 8: Planning Project Procurement

Lesson 9: Working the Plan

Lesson 10: Monitoring and Controlling the Project

Lesson 11: Project Closeout / Professionalism and Ethics in Project Management



Lesson Plan: What You Will Learn:

Day 1:

1) Lesson 1: Introduction:

- a) Instructor introduction
- b) Student introductions
- c) Goals and Objectives
- d) The Project Management Institute (PMI)
 - i) History of PMI
 - ii) PMI Services & Certifications
 - iii) Certification Requirements
 - iv) The CAPM and PMP Certification
- e) Class Exercise: Students will get into teams for remaining class exercises.

2) Lesson 2: The Project Management Framework

- a) Project Management Overview
 - i) What is a Project?
 - ii) What is Project Management?
- b) The Five Project Management Process Groups
 - i) An Introduction
- c) The Nine Knowledge Areas of Project Management
 - i) An Introduction
- d) Class Game: Students will test their skills playing Project Management Jeopardy

3) Lesson 3: Initiating a Project

- a) Select a Project -Students will get into teams and will select a sample project to develop for future exercises
- b) The Project Charter
 - i) Purpose of the charter
 - ii) Creating a project charter
 - iii) Case Studies
- c) Group Exercise: Creating a Project Charter
- d) Group Presentation: “Our Charter”
- e) The Preliminary Scope Statement
 - i) Purpose of the preliminary scope statement
 - ii) Creating a preliminary scope statement
 - iii) Case Studies
- f) Group Exercise: Preliminary Scope Statement
- g) Group Presentation: “Our Preliminary Scope Statement”

Day 2:

4) Lesson 4: The Process of Planning

- a) Integration Management: Developing an Project Management Plan
 - i) Roles and responsibilities in this effort
 - ii) Why create a project management plan
 - iii) What's included in this plan?
- b) The Scope Statement
 - i) Purpose of the scope statement
 - ii) Creating a scope statement
 - iii) Case Studies
- c) Purpose of the preliminary scope statement
 - i) Creating a preliminary scope statement
 - ii) Case Studies
- d) The Work Breakdown Structure (WBS)
 - i) Importance of the WBS
 - ii) Creating a WBS
- e) Group Exercise: Creating a WBS
- f) Group Presentation: "Our WBS"

5) Lesson 5: Developing Project Schedules, Cost Estimates, and Budgets

- a) Creating a Project Activity List
 - i) Work Packages
 - ii) The Project Activities
- b) Group Exercise: Creating an Activity List
- c) The Network Diagram
 - i) Arrow Diagramming Method
 - ii) Precedence Diagramming Method
- d) Activity Duration Estimates
 - i) Top Down and Bottom Up Estimating
- e) Critical Path Method (CPM)
 - i) What is the Critical Path?
 - ii) Calculating the Critical Path
- f) Determine Resource Requirements
 - i) Examples of Resources
 - ii) Allocation of Resources
- g) Develop a Project Schedule
- h) Group Exercise: Creating a Project Schedule
- i) Instructor Demo: Using Project Management Software: An Introduction to Primavera Project Planner version 3.1
- j) Project Costs
 - i) Cost Estimating
 - ii) Cost Budgeting
- k) Establish a Cost Baseline
 - i) Plotting a Cost Baseline (S-Curve)
- l) Group Exercise: Plotting a cost baseline

Day 3:

Lesson 6: Planning Project Quality, Staffing, and Communications

- a) Create a Quality Management Plan
- b) Document Roles, Responsibilities, and Reporting Relationships
- c) The Responsibility Assignment Matrix (RAM)
- d) The Staffing Management Plan
- e) Assign Project Staff
- f) Create a Communications Management Plan
- g) Dimensions of Communications
- h) Communications Channels
- i) Group Exercise: Creating a Communications Management Plan

6) Lesson 7: Analyzing Risks and Planning Risk Response

- a) Create a Risk Management Plan
- b) Identify Project Risks and Triggers
 - i) Risk Assessment Techniques
- c) Group Exercise: Identifying Project Risks
- d) Perform Qualitative Risk Analysis & Quantitative Risk Analysis
- e) Develop a Risk Response Plan

7) Lesson 8: Planning Project Procurement

- a) The Statement of Work (SOW)
- b) Prepare a Procurement Document
 - i) Statement of Work
 - ii) Evaluation Criteria
 - iii) RFP, RFQ, IFB
- c) Contract Group Exercise: Creating a Contract
- d) Class Game: Students will test their skills playing Project Management Jeopardy

8) Lesson 9: Executing the Plan

- a) Execute the Project Plan
- b) Implement Quality Assurance
 - i) Quality Audits
- c) Develop the Project Team
 - i) Team Building Exercise
- d) Distribute Project Information
 - i) Reporting
- e) Receive Proposals, Quotes, or Bids and Select a Seller
- f) Administer a Contract
 - i) Contract Types
- g) Class Game: Students will test their skills playing Project Management Jeopardy

Day 4:

9) Lesson 10: Monitoring and Controlling the Project

- a) Manage Changes to Performance Baselines
- b) Review Deliverables and Work Results
- c) Control Project Scope Changes
- d) Control the Project Schedule and Project Costs
 - i) Updating the Schedule
 - ii) Reporting
- e) Project Quality
 - i) Quality Control
- f) Report Project Performance
 - i) Earned Value Management (EVM)
 - ii) Reporting
- g) Contract Group Exercise: Solve an Earned Value Problem
- h) Monitor and Control Project Risk
- i) Class Game: Students will test their skills playing Project Management Jeopardy

10) Lesson 11: Project Closeout / Professionalism and Ethics in Project Management

- a) Obtain Formal Acceptance
 - i) The Staffing Management Plan: Releasing Resources
- b) Close Out a Contract
- c) Professionalism and Ethics in a Modern World
 - i) Case Studies
- d) Class Game: Students will test their skills playing Project Management Jeopardy

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Website: www.globalpmcorp.com

Course Title: Introduction to Scheduling with Primavera Project Planner (P3) v. 3.1

PMI Course ID: GPMP31

Instructor: Trey Miller, MBA, PMP

Materials: Global Project Management's *Introduction to Scheduling with Primavera Project Planner (P3) v. 3.1*

Course Duration: Two Days (14 hours)

PDU's Awarded: Fourteen (14)

COURSE STRUCTURE:

GPM has found over the years that educating students using a highly interactive, hands-on workshop where concept reinforcement is stressed is the best means of preparing students to apply training “on the job.”

ADDITIONAL SUPPORT: One (1) year of follow-up telephone support for all attendees included

BENEFITS: WHAT YOU WILL LEARN:

Lesson 1. – Introduction to Project Management & Scheduling

- a) The Fundamentals of Project Management
- b) The Fundamentals of Planning & Scheduling

Lesson 2. – Starting a New Project

- a) Initiating a Project
- b) Customizing Project Information
- c) Setting Parameters
- d) Saving / Protecting Project Information
- e) Lesson Review

Lesson 3. - Activities

- a) Defining Activities
- b) Adding Activities
- c) Estimating the Durations of Activities
- d) Lesson Review

Lesson 4. - Calendars

- a) Planning for Workdays / Work hours
- b) Adding New Calendars
- c) Assigning Calendars to Tasks
- d) Lesson Review

Lesson 5. – Activity Sequencing

- a) What is Critical Path Methodology (CPM)?
- b) Logic / Relationship Types
- c) Predecessors / Successors
- d) Sequencing Methods
- e) Lesson Review

Lesson 6. – Resource Planning

- a) Organizational Resource Planning
- b) Building the Resource Dictionary
- c) Cost Loading Resources
- d) Assigning Resources / Costs
- e) Lesson Review

Lesson 7. – Organizing Project Information

- a) Grouping & Sorting Project Information
- b) The Work Breakdown Structure (WBS)
- c) Activity Coding
- d) Filtering
- e) Lesson Review

Lesson 8. – Updating the Schedule

- a) Creating the Target
- b) Applying “Actuals” to the Schedule
- c) On Time / On-Budget?
- d) Monitoring the Schedule
- e) Lesson Review

Lesson 9. – Layouts and Reporting

- a) Creating & Saving Layouts
- b) Generating Graphic Reports
- c) Generating Tabular Reports
- d) Lesson Review

Lesson 10. – Q&A / Additional Topics

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Website: www.globalpmcorp.com

Course Title: Introduction to Scheduling with Primavera SureTrak 3.0a/b

PMI Course ID: GPMPST

Instructor: Trey Miller, MBA, PMP

Materials: Global Project Management's *Introduction to Scheduling with Primavera SureTrak Project Manager 3.0a/b*

Course Duration: Two Days (14 hours)

PDU's Awarded: Fourteen (14)

ADDITIONAL SUPPORT: One (1) year of follow-up telephone support for all attendees included

COURSE STRUCTURE:

GPM has found over the years that educating students using a highly interactive, hands-on workshop where concept reinforcement is stressed is the best means of preparing students to apply training “on the job.”

BENEFITS: WHAT YOU WILL LEARN:

Lesson 1. – Introduction to Project Management & Scheduling

- a) What is Project Management?
- b) What is Scheduling?

Lesson 2. – Starting a New Project

- a) Initiating a Project
- b) Customizing Project Information
- c) Setting Parameters
- d) Saving / Protecting Project Information
- e) Lesson Review

Lesson 3. - Activities

- a) Defining Activities
- b) Adding Activities
- c) Estimating the Durations of Activities
- d) Lesson Review

Lesson 4. - Calendars

- a) Planning for Workdays / Work hours
- b) Adding New Calendars

- c) Assigning Calendars to Tasks
- d) Lesson Review

Lesson 5. – Activity Sequencing

- a) What is Critical Path Methodology (CPM)?
- b) Logic / Relationship Types
- c) Predecessors / Successors
- d) Sequencing Methods
- e) Lesson Review

Lesson 6. – Resource Planning

- a) Organizational Resource Planning
- b) Building the Resource Dictionary
- c) Assigning Resources
- d) Lesson Review

Lesson 7. – Organizing Project Information

- a) Grouping & Sorting Project Information
- b) The Work Breakdown Structure (WBS)
- c) Activity Coding
- d) Filtering
- e) Lesson Review

Lesson 8. – Updating the Schedule

- a) Creating the Target
- b) Applying “Actuals” to the Schedule
- c) On Time / On-Budget?
- d) Monitoring the Schedule
- e) Lesson Review

Lesson 9. – Layouts and Reporting

- a) Generating Graphic and Tabular Reports
- b) Distributing Information to Project Stakeholders
- c) Administrative Closure
- d) Lesson Review

Lesson 10. – Case Studies / Additional Topics

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Website: www.globalpmcorp.com

Course Title: Introduction to Scheduling with Primavera P6 (*Versions 5.0 or 6.1*)

GPM Course ID: GPMP6

Materials: Global Project Management's *Introduction to Scheduling with Primavera P6*

Course Duration: Two Days (14 hours)

PDU's Awarded: 14

ADDITIONAL SUPPORT: One (1) year of follow-up telephone support for all attendees included

COURSE STRUCTURE:

GPM has found over the years that educating students using a highly interactive, hands-on workshop where concept reinforcement is stressed is the best means of preparing students to apply training “on the job.”

BENEFITS: WHAT YOU WILL LEARN:

Lesson 1. – Introduction to Project Management & Scheduling

- a) What is Project Management?
- b) What is Scheduling?
- c) Overview of Primavera P6®

Lesson 2. – Starting a New Project in P6®

- a) Initiating a Project
- b) Customizing Project Information
- c) Setting Parameters
- d) Saving / Protecting Project Information
- e) Lesson Review

Lesson 3. – WBS and Activities

- a) Creating the Work Breakdown Structure (WBS)
- b) Defining Activities
- c) Adding Activities
- d) Estimating the Durations of Activities
- e) Lesson Review

Lesson 4. - Calendars

- a) Planning for Workdays / Work hours
- b) Adding New Calendars
- c) Assigning Calendars to Tasks
- d) Lesson Review

Lesson 5. – Activity Sequencing

- a) What is Critical Path Methodology (CPM)?
- b) Logic / Relationship Types
- c) Predecessors / Successors
- d) Sequencing Methods
- e) Lesson Review

Lesson 6. – Resource Planning

- a) Organizational Resource Planning
- b) Building the Resource Dictionary
- c) Assigning Resources
- d) Lesson Review

Lesson 7. – Organizing Project Information

- a) Grouping & Sorting Project Information
- b) Activity Coding
- c) Filtering
- d) Lesson Review

Lesson 8. – Updating the Schedule

- a) Creating the Target / Baseline
- b) Applying “Actuals” to the Schedule
- c) On Time / On-Budget?
- d) Monitoring the Schedule
- e) Lesson Review

Lesson 9. – Layouts and Reporting

- a) Generating Graphic and Tabular Reports
- b) Distributing Information to Project Stakeholders
- c) Administrative Closure
- d) Lesson Review

Lesson 10. – Case Studies

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Telephone: (985) 781-9190
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Website: www.globalpmcorp.com

Course Title: Introduction to Scheduling with Primavera Contractor

PMI Course ID: GPMPCON

Instructor: Trey Miller, MBA, PMP

Materials: Global Project Management's *Introduction to Scheduling with Primavera Contractor version 6.1*

Course Duration: Two Days (14 hours)

PDU's Awarded: 14

ADDITIONAL SUPPORT: One (1) year of follow-up telephone support for all attendees included

COURSE STRUCTURE:

GPM has found over the years that educating students using a highly interactive, hands-on workshop where concept reinforcement is stressed is the best means of preparing students to apply training “on the job.”

BENEFITS: WHAT YOU WILL LEARN:

Lesson 1. – Introduction to Project Management & Scheduling

- a) What is Project Management?
- b) What is Scheduling?
- c) Overview of Primavera Contractor®

Lesson 2. – Starting a New Project in Contractor®

- a) Initiating a Project
- b) Customizing Project Information
- c) Setting Parameters
- d) Saving / Protecting Project Information
- e) Lesson Review

Lesson 3. – WBS and Activities

- a) Creating the Work Breakdown Structure (WBS)
- b) Defining Activities
- c) Adding Activities
- d) Estimating the Durations of Activities
- e) Lesson Review

Lesson 4. - Calendars

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Lesson 6. – Resource Planning

- a) Organizational Resource Planning
- b) Building the Resource Dictionary
- c) Assigning Resources
- d) Lesson Review

Lesson 7. – Organizing Project Information

- a) Grouping & Sorting Project Information
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Lesson 8. – Updating the Schedule

- a) Creating the Target / Baseline
- b) Applying “Actuals” to the Schedule
- c) On Time / On-Budget?
- d) Monitoring the Schedule
- e) Lesson Review

Lesson 9. – Layouts and Reporting

- a) Generating Graphic and Tabular Reports
- b) Distributing Information to Project Stakeholders
- c) Administrative Closure
- d) Lesson Review

Lesson 10. – Case Studies

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Website: www.globalpmcorp.com

Course Title: Introduction to Scheduling with Microsoft Project®

GPM Course ID: GPMMSPP

Instructor: Trey Miller, MBA, PMP

Materials: Global Project Management's *Introduction to Scheduling with Microsoft Project*

Course Duration: Two Days (14 hours)

PDU's Awarded: Fourteen (14)

ADDITIONAL SUPPORT: One (1) year of follow-up telephone support for all attendees included

COURSE STRUCTURE:

GPM has found over the years that educating students using a highly interactive, hands-on workshop where concept reinforcement is stressed is the best means of preparing students to apply training “on the job.”

BENEFITS: WHAT YOU WILL LEARN:

Lesson 1. – Introduction to Project Management & Scheduling

- a) What is Project Management?
- b) What is Scheduling?

Lesson 2. – Starting a New Project

- a) Initiating a Project
- b) Customizing Project Information
- c) Setting Parameters
- d) Lesson Review

Lesson 3. - Activities

- a) Defining Activities
- b) Adding Activities
- c) Estimating the Durations of Activities
- d) Lesson Review

Lesson 4. - Calendars

- a) Planning for Workdays / Work hours
- b) Adding New Calendars
- c) Assigning Calendars to Tasks
- d) Lesson Review

Lesson 5. – Activity Sequencing

- a) Predecessors / Successors
- b) Sequencing Methods
- c) Lesson Review

Lesson 6. – Resource Planning

- a) Organizational Resource Planning
- b) Building the Resource Dictionary
- c) Assigning Resources
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Lesson 7. – Organizing Project Information

- a) Grouping & Sorting Project Information
- b) Filtering
- c) Lesson Review

Lesson 8. – Updating the Schedule

- a) Creating the Target
- b) Applying “Actuals” to the Schedule
- c) On Time / On-Budget?
- d) Monitoring the Schedule
- e) Lesson Review

Lesson 9. –Reporting

- a) Distributing Information to Project Stakeholders
- b) Lesson Review

Lesson 10. – Case Studies / Additional Topics

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Website: www.globalpmcorp.com

Course Title: The Fundamentals of Planning & Scheduling

GPM Course ID: GPMSCH

Instructor: Trey Miller, MBA, PMP

Materials: Global Project Management's *The Fundamentals of Planning & Scheduling*

Course Duration: One Evening (3 hours)

PDUs Awarded: Three (3)

ADDITIONAL SUPPORT: One (1) year of follow-up telephone support for all attendees included

COURSE STRUCTURE:

GPM has found over the years that educating students using a highly interactive, hands-on workshop where concept reinforcement is stressed is the best means of preparing students to apply training “on the job.”

BENEFITS: WHAT YOU WILL LEARN:

1) **Lesson 1: Introduction:**

- a) Instructor introduction
- b) Student introductions
- c) Goals and Objectives

2) **Lesson 2: The Process of Planning**

- a) Developing an Project Management Plan
 - i) Why create a project management plan
 - ii) What’s included in this plan?
- b) The Scope Statement
 - i) Purpose of the scope statement
 - ii) Creating a scope statement
- c) The Work Breakdown Structure (WBS)
 - i) Importance of the WBS
 - ii) Creating a WBS

3) **Lesson 3: Developing Project Schedules, Cost Estimates, and Budgets**

- a) Creating a Project Activity List
 - i) Work Packages

- ii) The Project Activities
- b) The Network Diagram
 - i) Arrow Diagramming Method
 - ii) Precedence Diagramming Method
- c) Activity Duration Estimates
 - i) Top Down and Bottom Up Estimating
- d) Critical Path Method (CPM)
 - i) What is the Critical Path?
 - ii) Calculating the Critical Path
- e) Determine Resource Requirements
 - i) Examples of Resources
 - ii) Allocation of Resources
- f) Develop a Project Schedule
- g) Project Costs
 - i) Cost Estimating
 - ii) Cost Budgeting
- h) Establish a Cost Baseline
 - i) Plotting a Cost Baseline (S-Curve)

4) Lesson 4: Monitoring and Controlling the Project

- a) Manage Changes to Performance Baselines
- b) Review Deliverables and Work Results
- c) Control the Project Schedule and Project Costs
 - i) Updating the Schedule
 - ii) Reporting
- d) Report Project Performance
 - i) Earned Value Management
 - ii) Reporting

5) Lesson 5: Course Conclusion

- a) Class Discussion
 - i) Q&A Session

Global Project Management, LLC

Global Project Management, LLC (DUNS# 032586450, CAGE 3JRX6, TIN 72-1485783) is a Louisiana based, industry leading project management training & consulting firm. GPM offers the highest quality, competitively priced, and ethically delivered services to the client. GPM strives to continue to build long lasting relationships by adding value and offering support even after services are delivered.



Global Project Management, LLC has provided hundreds of professional development courses to various organizations. Additionally, GPM is the exclusive provider of all project management training for Associated Builders and Contractors - New Orleans (Bayou Chapter). GPM is also an approved Primary Training Provider (and writer) of the Louisiana Department of Labor for the Louisiana Department of Labor's Incumbent Worker Training Program (IWTP) and Small Business Enterprise Training (SBET) grants.

GPM instructors have decades of professional development training experience along with an average 9.7/10 or 97% performance rating from previous student evaluations.

Certifications

Global Project Management, LLC supports principles outlined in the Project Management Institute's Project Management Body of Knowledge (PMBOK[®]) Guide and is a **PMI[®] Global Registered Educational Provider (PMI R.E.P.: 2158)**. GPM's course materials have been reviewed by PMP[®] certified instructors and approved by the Project Management Institute[®]. Students will receive Professional Development Units (PDUs) (recognized by PMI[®]) upon completion of training.

Additionally, all of Global Project Management's senior consultants and instructors are PMP[®] (Project Management Professional[®]) certified with the Project Management Institute[®] (PMI[®]).

Online Training GPM also offers the following e-Learning courses:

Online Courses: Please visit <http://www.globalpmcorp.com/courselist.php>

- *PMP[®] Exam Preparation (Full Course)*
- *Introduction to Project Management*
- *Project Processes*
- *Managing I.T. Projects*
- *Project Communications*
- *Project Scope Management and Tracking*
- *Project Time Management / Scheduling*
- *Project Cost Management*
- *Project Risk Management*
- *Project Quality Management*
- *Project Procurement Management*
- *Team Work and Managing People*



Project Management Services

Staffing Services

Global Project Management, LLC provides full-service professional support staff to a variety of industries for short-term or long-term assignments. Our industry / business knowledge, project management expertise, and competitive pricing are reasons why we offers support to numerous public and private organizations, worldwide. Additionally, our experienced contractors work as a part of the client organization and serve the interests of the client.

Our staffing coordinator will work with you to determine the best employee to meet your needs. Our guarantee includes:



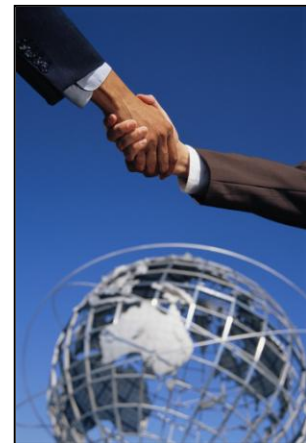
- Experienced personnel at competitive hourly rates
- Every consultant completes technical screening process
- Background evaluation & drug screen is available for every consultant
- Contractors have access to continuing education programs at no additional cost to the client

Permanent Placement Services

Global Project Management applies its broad experience in project management to help its clients across the U.S. recruit: Project Managers, Schedulers, Planners, Estimators, Engineers, I.T. Personnel, Procurement Personnel and Clerical & Administrative personnel.

The GPM Process:

- We first consult with you to assess your needs and understand your organization, its culture and business goals as well as your job requirements.
- Together, we will compile an “ideal candidate” profile.
- Once we have identified potential candidates, we screen their profiles and contact the best matches.
- We present you with a list of qualified candidates and their resumes.
- On receiving your shortlist, our consultants will schedule interviews between you and each (or select) candidate(s).
- We can assist you in structuring a competitive and equitable package.



Training Registration

To *ensure* enrollment, students are encouraged to register for training in advance for all open/public courses.

1. Registration Form:

Fill out and complete our training registration form.
(On the last page)

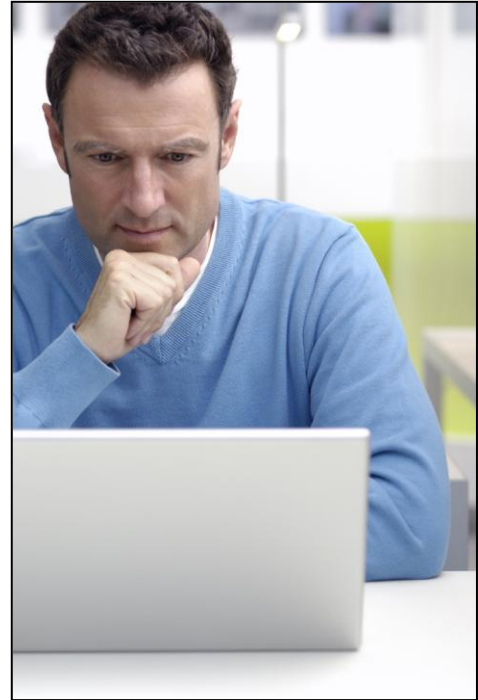
Please print & complete our registration form and return to ABC via:

[Fax] (504) 468-3473

or

2. Register Online:

Register Online at <http://www.abcbayou.org>





Please Print

Participant(s) Name: _____

Course Title: _____

Course Date(s): _____

Company Name: _____

Address: _____

City: _____ State: _____ Zip Code: _____

Phone: _____ Fax: _____ E-mail: _____

Authorizing Individual: _____

Signature: _____



Additional Information

Training Address

101 Riverbend Drive, St. Rose, Louisiana 70087

Map: <http://www.mapquest.com/maps?address=101+Riverbend+Drive&zipcode=70087>

Cancellation Policy

Cancellations made at least 72 hours prior to class date will receive a full refund. Cancellations made within 72 hours of class date will be charged full amount of course. In certain circumstances forfeited fees may be eligible to be applied to a future course within the same calendar year.

