COURSE OVERVIEW PM0665
Project Time Management

Course Title
Project Time Management

Course Date/Venue
July 06-10, 2025/Tamra Meeting Room, Al Bandar Rotana Creek, Dubai, UAE

Course Reference
PM0665

Course Duration/Credits
Five days/3.0 CEUs/30 PDHs

Course Description

This practical and highly-interactive course includes various practical sessions and exercises. Theory learnt will be applied using our state-of-the-art simulators.

This course is designed to provide participants with a detailed and up-to-date overview of Project Time Management. It covers the project schedule management framework (PMBOK); defining and sequencing activities; the various tools for time management covering Gantt charts, network diagrams, bar charts and milestone charts; the project time estimation, estimating activity durations and critical path method (CPM); scheduling network analysis and the resource optimization techniques; the project schedule, tools and software for scheduling, schedule baseline and change control; the schedule performance indicators, schedule compression techniques and managing delays and recovery plans; the stakeholder communication and time reporting; and the agile and hybrid approaches to time management.

During this interactive course, participants will learn the earned schedule (ES) technique, time claims and forensic schedule analysis and integrated cost and time control; scheduling audit checklists and health checks and diagnostics; reporting audit findings, recommendations and follow-ups; creating a WBS and activity list and sequencing and assigning durations; the resources and constraints and generating and analyzing critical path; troubleshooting common scheduling issues and over-allocation of resources; the unrealistic timelines, dependency errors and stakeholder pushbacks; the best practices in time management and industry benchmarks; and the checklists and templates, time management KPIs and lessons from failed projects.

Course Objectives

Upon the successful completion of this course, each participant will be able to:-

- Apply and gain an in-depth knowledge on project time management
- Discuss project lifecycle and time management including project schedule management framework (PMBOK)
- Carryout defining and sequencing activities and identify various tools for time management covering Gantt charts, network diagrams, bar charts and milestone charts
- Illustrate project time estimation, estimating activity durations, critical path method (CPM), schedule network analysis and resource optimization techniques
- Develop project schedule and recognize tools and software for scheduling, schedule baseline and change control
- Apply schedule performance indicators, schedule compression techniques and managing delays and recovery plans
- Employ stakeholder communication and time reporting, schedule risk management and agile and hybrid approaches to time management
- Use earned schedule (ES) technique and apply time claims and forensic schedule analysis including integrated cost and time control
- Schedule audit checklists and implement health checks and diagnostics, reporting audit findings, recommendations and follow-ups
- Create a WBS and activity list, sequence and assign durations, apply resources and constraints and generate and analyze critical path
- Troubleshoot common scheduling issues covering over-allocation of resources, unrealistic timelines, dependency errors and stakeholder pushbacks
- Implement best practices in time management and discuss industry benchmarks, checklists and templates, time management KPIs and lessons from failed projects

Exclusive Smart Training Kit - H-STK®

*Participants of this course will receive the exclusive "Haward Smart Training Kit" (**H-STK®**). The **H-STK®** consists of a comprehensive set of technical content which includes **electronic version** of the course materials conveniently saved in a **Tablet PC**.*

Who Should Attend

This course provides an overview of all significant aspects and considerations of project time management for project managers, project planners/schedulers, team leaders/supervisors, project coordinators, engineers and technical staff, construction managers, operations and maintenance personnel, procurement and logistics professionals and other technical staff.

Course Certificate(s)

Internationally recognized certificates will be issued to all participants of the course who completed a minimum of 80% of the total tuition hours.

Certificate Accreditations

Haward's certificates are accredited by the following international accreditation organizations:

- British Accreditation Council (BAC)

  Haward Technology is accredited by the **British Accreditation Council** for **Independent Further and Higher Education** as an **International Centre**. Haward's certificates are internationally recognized and accredited by the British Accreditation Council (BAC). BAC is the British accrediting body responsible for setting standards within independent further and higher education sector in the UK and overseas. As a BAC-accredited international centre, Haward Technology meets all of the international higher education criteria and standards set by BAC.

- The International Accreditors for Continuing Education and Training (IACET - USA)

  Haward Technology is an Authorized Training Provider by the International Accreditors for Continuing Education and Training (IACET), 2201 Cooperative Way, Suite 600, Herndon, VA 20171, USA. In obtaining this authority, Haward Technology has demonstrated that it complies with the **ANSI/IACET 2018-1 Standard** which is widely recognized as the standard of good practice internationally. As a result of our Authorized Provider membership status, Haward Technology is authorized to offer IACET CEUs for its programs that qualify under the **ANSI/IACET 2018-1 Standard**.

  Haward Technology's courses meet the professional certification and continuing education requirements for participants seeking **Continuing Education Units** (CEUs) in accordance with the rules & regulations of the International Accreditors for Continuing Education & Training (IACET). IACET is an international authority that evaluates programs according to strict, research-based criteria and guidelines. The CEU is an internationally accepted uniform unit of measurement in qualified courses of continuing education.

  Haward Technology Middle East will award **3.0 CEUs** (Continuing Education Units) or **30 PDHs** (Professional Development Hours) for participants who completed the total tuition hours of this program. One CEU is equivalent to ten Professional Development Hours (PDHs) or ten contact hours of the participation in and completion of Haward Technology programs. A permanent record of a participant's involvement and awarding of CEU will be maintained by Haward Technology. Haward Technology will provide a copy of the participant's CEU and PDH Transcript of Records upon request.

Course Instructor(s)

This course will be conducted by the following instructor(s). However, we have the right to change the course instructor(s) prior to the course date and inform participants accordingly:

Dr. Chris Le Roux, PhD, MSc, BSc, PMI-PMP, PMI-CAPM, PMI-ATP, is a **Senior Project & Management Consultant** with over **30 years** of teaching, training and industrial experience. His expertise lies extensively in the areas of **Project & Contracts** Management Skills, **Project & Construction** Management, **Project** Planning, Scheduling & Control, **Project** Management, Project Delivery & Governance Framework, **Project Planning & Delegating**, **Risk, Budgeting & Cost Management** in Projects, **Project** Management Practices, **Project** Management Disciplines, **Project Risk** Management, **Risk** Identification Tools & Techniques, **Project** Life Cycle, **Project Stakeholder** & Governance, **Project Management** Processes, **Project Integration** Management, **Project** Management Plan, **Project Work** Monitoring & Control, **Project Scope** Management, **Project Time** Management, **Project Cost** Management, **Project Quality** Management, **Quality** Assurance, **Project Human Resource** Management, **Project Communications** Management, **Contract** Management, **Tender** Development, **Contract** Standards & Laws, **Dispute Resolution** & **Risk** Identification, Myers-Briggs Type Indicator (**MBTI**), **Organization** Development Consultation, Advanced Debriefing of **Emotional** Trauma, **Interpersonal Motivation**, **Model Based Interviewing**, **Leadership Orientation** Programme, **Leading People & Change**, Embracing Innovation Culture **Coaching & Motivation**, **Creative Thinking & Problem-Solving** Techniques, Techniques for **Coaching & Mentoring**, Strategies for Setting Annual Goals, **Monitoring Progress & Evaluation Performance**, **Emotional Intelligence**, **Presentation** Skills, **Communication & Interpersonal** Skills, Effective **Communication & Influencing** Skills, Effective **Business Writing Skills**, **Writing** Business Documents, **Business Writing** (Memo & Report Writing), **Leadership & Team Building**, Psychology of **Leadership**, **Interpersonal Skills & Teamwork**, **Coaching & Mentoring**, **Innovation & Creativity**, **Office Management & Administration** Skills, Controlling Your **Time & Managing Stress**, **Crisis** Management, Strategic **Human Resources** Management, **Change** Management, **Negotiation** Skills, **Strategic Planning**, **Risk** Analysis & Risk Management, Global Diverse & Virtual Teams Operation, Exceeding **Customer** Expectations, **Corporate Governance** Best Practice, **Business Performance** Management & Improvement, Building Environment of **Trust & Commitment**, **Win-Win Negotiation** Strategies, Organizational Development, **Career** Management, Situation & Behaviour Analysis, Interpersonal **Motivation** Skills, **Inventory** Management and **Financial** Administration. Further, he is also well-versed in Water Supply System Security, Vulnerability & Terrorism, Integrated Security Systems, Incident Threat Characterization & Analysis, Physical Security Systems, Security Crisis, Security Emergency Plan, Command & Control System, Preventive Actions and Situation Analysis. He was the **Psychologist** & **Project Manager** wherein he was responsible in the project management and private psychology practices.

During his career life, Dr. Le Roux has gained his academic and field experience through his various significant positions and dedication as the **Director**, **Medico Legal Assessor Psychologist**, **Training & Development General Manager**, **Project Manager**, **Account Manager**, **Commercial Sales Manager**, **Manager**, **Sales Engineer**, **Project Specialist**, **Psychology Practitioner**, **Senior HR Consultant**, **Senior Lecturer**, **Senior Consultant/Trainer**, **Business Consultant**, **Assistant Chief Education Specialist**, **ASI Coordinator**, **Part-time Lecturer/Trainer**, **PMP & Scrum Trainer**, **Assessor & Moderator**, **Team Leader**, **Departmental Head**, **Technical Instructor/Qualifying Technician**, **Apprentice Electrician: Signals** and **Part-Time Electrician** from various companies and universities such as the South African Railway (SAR), Department of Education & Culture, **ESKOM**, Logistic Technologies (Pty. Ltd), Human Development: Consulting Psychologies (HDCP) & IFS, Mincon, Eagle Support Africa, Sprout Consulting, UKZN, Grey Campus, Classis Seminars, CBM Training, just to name a few.

Dr. Le Roux has a **PhD** in **Commerce Major** in **Leadership** in **Performance & Change**, a **Master's** degree in **Human Resource Management**, a **Bachelor's** degree (with Honours) in **Industrial Psychology**, a National Higher Diploma and a National Technical Diploma in **Electrical & Mechanical Engineering**. Further, he is a **Certified Project Management Professional** (**PMI-PMP**), a **Certified Associate** in **Project Management** (**PMI-CAPM**), a **Certified Authorized Training Partners** (**PMI-ATP**), a **Certified Scrum Master Trainer** by the VMEdu, a **Certified Instructor/Trainer** and a **Certified Internal Verifier/Assessor/Trainer** by the **Institute of Leadership & Management** (**ILM**). Moreover, he is a **Registered Industrial Psychologist** by the Health Professions Council of South Africa (HPCSA), a **Registered Educator** by the South African Council for Educators (SACE) and a **Registered Facilitator**, **Assessor & Moderator** with Education, Training and Development Practices (ETDP) SETA. He has further delivered numerous trainings, courses, seminars, conferences and workshops globally.

Training Methodology

All our Courses are including **Hands-on Practical Sessions** using equipment, State-of-the-Art Simulators, Drawings, Case Studies, Videos and Exercises. The courses include the following training methodologies as a percentage of the total tuition hours:-

30% Lectures
20% Practical Workshops & Work Presentations
30% Hands-on Practical Exercises & Case Studies
20% Simulators (Hardware & Software) & Videos

In an unlikely event, the course instructor may modify the above training methodology before or during the course for technical reasons.

Accommodation

Accommodation is not included in the course fees. However, any accommodation required can be arranged at the time of booking.

Course Fee

US$ 5,500 per Delegate + **VAT**. This rate includes H-STK® (Haward Smart Training Kit), buffet lunch, coffee/tea on arrival, morning & afternoon of each day.

Course Program

The following program is planned for this course. However, the course instructor(s) may modify this program before or during the workshop for technical reasons with no prior notice to participants. Nevertheless, the course objectives will always be met:

Day 1: ***Sunday, 06th of July 2025***

0730 – 0800	*Registration & Coffee*
0800 – 0815	*Welcome & Introduction*
0815 – 0830	***PRE-TEST***
0830 – 0930	***Introduction to Project Time Management*** *Definition and Importance • Integration with Other Knowledge Areas • Time versus Schedule Management • Project Lifecycle and Time Management*
0930 – 0945	*Break*
0945 – 1030	***Project Schedule Management Framework (PMBOK)*** *Inputs, Tools and Techniques • Outputs of Schedule Processes • PMI Process Groups Related to Time • Real-World Applications*
1030 – 1130	***Defining Activities*** *Decomposition of Work Packages • Rolling Wave Planning • Templates and Historical Data • Activity Lists and Attributes*
1130 – 1215	***Sequencing Activities*** *Precedence Diagramming Method (PDM) • Dependency Types (FS, SS, FF, SF) • Leads and Lags • Network Diagram Creation*
1215 – 1230	*Break*

1230 – 1330	***Tools for Time Management*** *Gantt Charts • Network Diagrams • Bar Charts versus Milestone Charts • Introduction to Scheduling Software*
1330 – 1420	***Project Time Estimation Overview*** *Importance of Accurate Estimation • Top-Down versus Bottom-up Approaches • Expert Judgment and Historical Data • Accuracy Levels and Constraints*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day One*

Day 2: ***Monday, 07th of July 2025***

0730 – 0830	***Estimating Activity Durations*** *Deterministic versus Probabilistic Estimates • Expert Judgment and Parametric Estimating • Analogous Estimating • Three-Point Estimation (PERT)*
0830 - 0930	***Critical Path Method (CPM)*** *Identifying Critical Path • Forward and Backward Pass • Float and Slack • Impact of Delays on CPM*
0930 – 0945	*Break*
0945 – 1100	***Schedule Network Analysis*** *Early Start/Finish, Late Start/Finish • Schedule Compression: Crashing & Fast Tracking • Resource Constraints on Network • Real-World Examples*
1100 – 1215	***Resource Optimization Techniques*** *Resource Leveling • Resource Smoothing • Impact on Schedule and Budget • Software Tools for Optimization*
1215 – 1230	*Break*
1230 – 1330	***Developing the Project Schedule*** *Data Inputs and Constraints • Project Calendars and Work Periods • Baseline Development • Integrated Schedule Models*
1330 – 1420	***Tools & Software for Scheduling*** *Microsoft Project Overview • Primavera P6 Basics • Online versus Offline Tools • Integration with Other PM Tools*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Two*

Day 3: ***Tuesday, 08th of July 2025***

0730 – 0830	***Schedule Baseline & Change Control*** *Establishing the Baseline • Change Control Procedures • Schedule Variance and Analysis • Performance Measurement*
0830 – 0930	***Schedule Performance Indicators*** *Earned Value Management (EVM) • SPI and SV Formulas • Forecasting Completion • Schedule Trend Analysis*
0930 – 0945	*Break*
0945 – 1100	***Schedule Compression Techniques*** *Fast Tracking: Benefits and Risks • Crashing: When and How to Apply • Real-World Case Studies • Combined Techniques*

1100 – 1215	***Managing Delays & Recovery Plans*** *Types of Delays: Excusable, Compensable • Delay Impact Assessment • Corrective Actions and Recovery Strategies • Case-Based Simulations*
1215 – 1230	*Break*
1230 – 1330	***Stakeholder Communication & Time Reporting*** *Time Reporting Formats and Frequency • Dashboards and Status Updates • Schedule Presentations for Stakeholders • Escalation Protocols*
1330 – 1420	***Schedule Risk Management*** *Identifying Schedule-Related Risks • Monte Carlo Simulations • Risk Response Strategies • Schedule Contingency Reserves*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Three*

Day 4: ***Wednesday, 09th of July 2025***

0730 – 0830	***Agile & Hybrid Approaches to Time Management*** *Time-Boxing and Iterations • Sprint Planning and Burndown Charts • Adaptive Planning Strategies • Hybrid Schedule Integration*
0830 – 0930	***Using Earned Schedule (ES) Technique*** *Difference Between ES and EVM • ES Performance Indicators • Interpreting ES Graphs • Practical Benefits*
0930 – 0945	*Break*
0945 – 1100	***Time Claims & Forensic Schedule Analysis*** *Claims Due to Schedule Impacts • Time Impact Analysis (TIA) • Delay Analysis Techniques • Legal Implications in Construction*
1100 – 1215	***Integrated Cost & Time Control*** *Linking Time and Cost Baselines • Schedule-Driven Budgeting • Resource-Loaded Schedules • EVA with Time Dimension*
1215 – 1230	*Break*
1230 – 1330	***Case Study: Project Schedule Review*** *Review of a Real Project Schedule • Identification of Weaknesses • Proposed Improvements • Lessons Learned*
1330 – 1420	***Audit & Evaluation of Project Schedule*** *Schedule Audit Checklists • Health Checks and Diagnostics • Reporting Audit Findings • Recommendations and Follow-Ups*
1420 – 1430	***Recap*** *Using this Course Overview, the Instructor(s) will Brief Participants about the Topics that were Discussed Today and Advise Them of the Topics to be Discussed Tomorrow*
1430	*Lunch & End of Day Four*

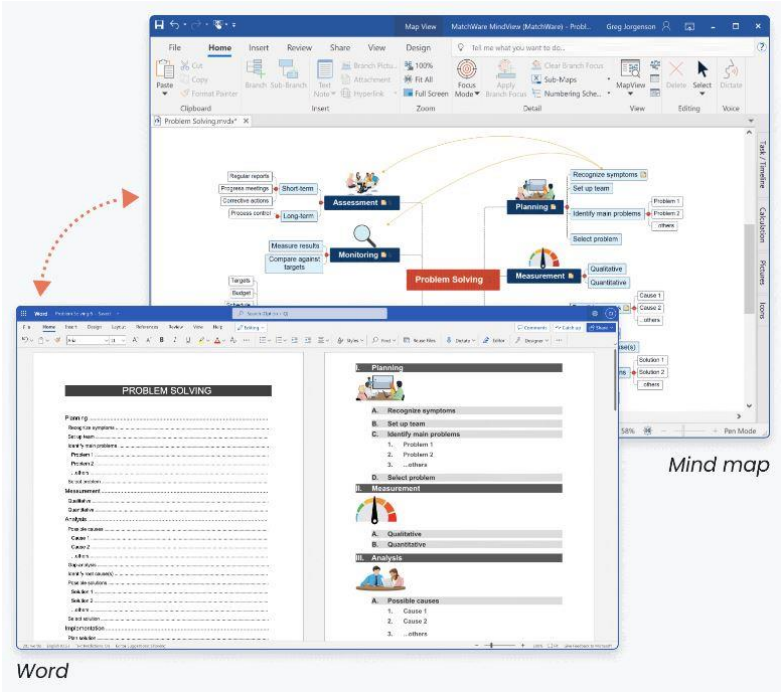
Day 5: ***Thursday, 10th of July 2025***

0730 – 0830	***Hands-on Scheduling Workshop (MS Project / Primavera)*** *Creating a WBS and Activity List • Sequencing and Assigning Durations • Applying Resources and Constraints • Generating and Analyzing the Critical Path*
0830 – 0930	***Team Exercise: Simulated Project Planning*** *Team Formation and Role Assignment • Scenario-Based Planning • Schedule Creation and Optimization • Presentation of Outputs*
0930 – 0945	*Break*

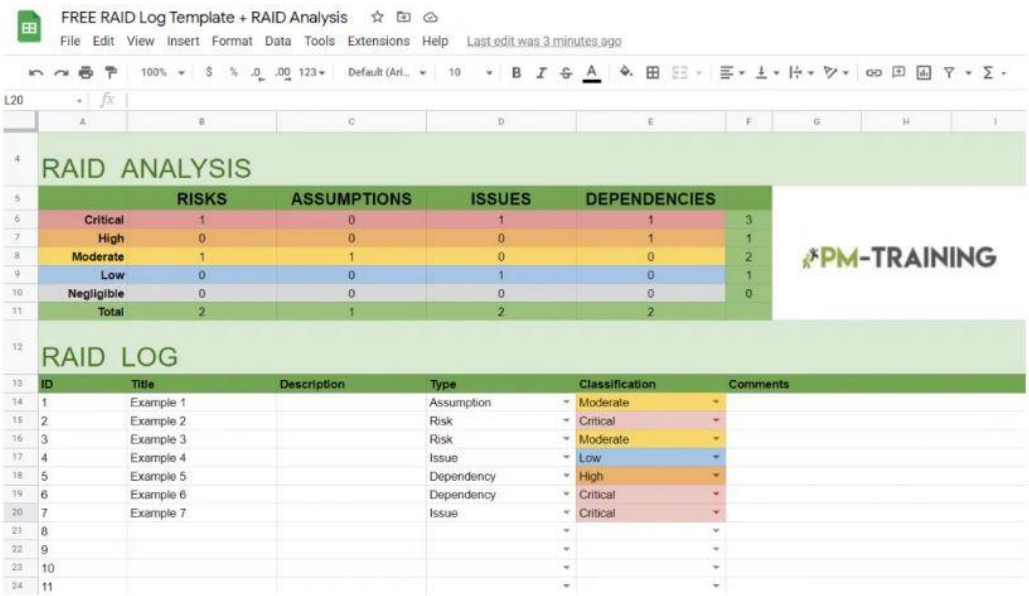
0945 – 1100	***Troubleshooting Common Scheduling Issues*** *Over-Allocation of Resources • Unrealistic Timelines • Dependency Errors • Stakeholder Pushbacks*
1100 – 1215	***Best Practices in Time Management*** *Industry Benchmarks • Checklists and Templates • Time Management KPIs • Lessons from Failed Projects*
1215 – 1230	*Break*
1230 – 1345	***Final Project: Schedule Development & Presentation*** *Develop a Full Project Schedule • Present to Mock Stakeholders • Peer Review and Feedback • Recommendations for Improvement*
1345 – 1400	***Course Conclusion*** *Using this Course Overview, the Instructor(s) will Brief Participants about t Topics that were Covered During the Course*
1400 – 1415	***POST-TEST***
1415 – 1430	*Presentation of Course Certificates*
1430	*Lunch & End of Course*

Simulator (Hands-on Practical Sessions)

Practical sessions will be organized during the course for delegates to practice the theory learnt. Delegates will be provided with an opportunity to carryout various exercises using the "Mindview Software" and "Raidlog Simulator".



Mindview Software



Raidlog Simulator

Course Coordinator

Mari Nakintu, Tel: +971 2 30 91 714, Email: mari1@haward.org