

# MGT525: Managing Cybersecurity Initiatives and Effective Communication



**GCPM**  
Project Manager  
giac.org/gcpm

5 Day Program | 30 CPEs | Laptop Not Needed

## You Will Be Able To

- Understand predictive/waterfall, adaptive/agile development approaches and how they interact with product and project life cycles.
- Learn how to use and implement lean/agile tools, complexity models, root cause analysis
- Recognize the top failure mechanisms related to security projects, so that your projects can avoid common pitfalls
- Create a project charter which increases stakeholder engagement
- Document project requirements and create requirements traceability matrix to track changes throughout the project lifecycle
- Clearly define the scope of a project in terms of cost, schedule, and technical deliverables
- Develop a project schedule, including critical path tasks and milestones
- Cultivate user stories to drive adaptive sprint cycles
- Create accurate project cost and time estimates
- Develop planned and earned value metrics for your project deliverables and automate reporting functions
- Effectively manage conflict situations and build communication skills with your project team
- Analyze project risks in terms of probability and impact, assign triggers and risk response responsibilities
- Create project earned value baselines and project forecasts based on actual performance
- Communicate effectively with stakeholders, technical staff, and management teams

**“MGT525 offers tools and techniques that will directly improve the planning, execution, and closing of your projects.”**

— Michael Long, ARCYBER

## Meet and exceed your security program’s goals.

SANS MGT525: Managing Security Initiatives and Effective Communication provides the training necessary to maintain the Project Management Professional (PMP)<sup>®</sup> and other professional credentials. SANS Institute is a PMI<sup>®</sup> authorized training partner.

This course is focused on delivering bottom line value from security initiatives while following modern adaptive, agile, iterative, and predictive development approaches and leveraging the benefits of increased effective organizational communication. During this class students learn how to improve project planning methodology and project task scheduling to get the most out of critical IT resources. We utilize cyber security project case studies to increase practical understanding of real-world issues. MGT525 follows the basic methodologies and principles from the updated PMBOK<sup>®</sup> Guide, also providing specific implementation techniques for success. Throughout the five sections, all aspects of leading security initiatives—from project business justification analysis, selecting the appropriate development approach that fits your stakeholder and organizational structure using predictive, adaptive, and hybrid implementations tailored to drive value—are covered. We focus on planning for and managing cost, time, quality, and risk while your project is active, to completing, closing, and documenting as your project finishes. A copy of the PMBOK<sup>®</sup> Guide Seventh edition is provided to all participants. Students can reference the PMBOK<sup>®</sup> Guide and use course material along with the knowledge gained in class to prepare for the GIAC Certified Project Manager Exam (GCPM) and earn PDUs/CPEs to maintain the Project Management Professional (PMP)<sup>®</sup> and other professional credentials.

Project management methodologies and frameworks are highlighted that can be applied across any product life cycle, in any industry. Although our primary focus is the application of security initiatives, our approach is transferable to any projects that create and maintain services as well as general product development. We cover in-depth how cost, time, quality, risk, and compliance aspects affect the services we provide to others. We will also address practical human resource management as well as effective communication and conflict resolution. You will learn specific tools to bridge the communications gap between managers and technical staff.

NOTE: PMP<sup>®</sup> and PMBOK<sup>®</sup> are registered marks of the Project Management Institute, Inc. PMP<sup>®</sup> exams are not hosted by SANS. You will need to make separate arrangements to take the PMP<sup>®</sup> exam and this course is not an official PMP<sup>®</sup> prep class.

## Course Author Statement

“Managing projects to completion, with an alert eye on quality, cost, and time, is something most of us need to do on an ongoing basis. In this course, we break down project management into its fundamental components and galvanize your understanding of the key concepts with an emphasis on practical application and execution of service-based IT and InfoSec projects. Since project managers spend the vast majority of their time communicating with others, throughout the week we focus on traits and techniques that enable effective technical communication. As people are the most critical asset in the project management process, effective and thorough communication is essential.”

—Jeff Frisk

# Section Descriptions

## SECTION 1: Driving Value, Development Approaches, Frameworks, Methodologies, and Tailoring

In Section 1, our focus is on driving value for the organization including a primer on development approaches, including Agile, Waterfall, DevOps, and hybrid approaches, as well as introducing a wide array of project management standards, methodologies, and framework components. We dive into how to tailor frameworks and approaches for modern implementation, as well as cover change management. We introduce a cybersecurity case study that will be followed throughout the course and towards the end of the section, we introduce the PMI 12 delivery principles.

**TOPICS:** Delivering Value; Project Business Justification Analysis; Adaptive, Predictive, Hybrid Development Approaches; Iterative and Incremental Life Cycles; Lean Manufacturing Overview; Types of Organizational Structures; Tailoring Methodology to Meet Enterprise Needs; Stewardship; Team; Stakeholders; Value; Holistic Thinking; Leadership; Tailoring; Quality; Complexity; Opportunities and Threats; Adaptability and Resilience; Change Management

## SECTION 3: Development Approach, Life Cycle, and Planning Performance Domains

Today's modern world has a strong focus on delivering value in both iterative and incremental life cycles. We reinforce how agile, predictive, and hybrid development approaches accomplish this through interactions with product and project life cycles. Students learn how to incorporate planning processes, components, and artifacts that are tailored to meet organizational needs. We end the section with estimating techniques, understanding nuances of dependencies, scheduling project work, accurate budgeting.

**TOPICS:** Development Approaches; Product and Project Life Cycles; Kanban; Complexity Models; Root Cause Analysis; Iteration and Flow-Based Agile; Artifacts Tailored to Meet Organizational Needs; Estimating Techniques; Dependencies; User Stories; Sprint Cycles; Scheduling Project Work; Critical Path Method; Schedule Optimization; Project Communications Planning; Cost Estimating and Budgeting

## SECTION 5: Measurement and Uncertainty Performance Domains

Section 5 kicks off with establishing metrics, baselines, and understanding the value of dashboards which are enabled through measuring project status, deliverable focused metrics, and measurements. Key course topics are again collectively presented, tying together concepts such as business value, earned value management, forecasting, and presenting information. In the next segment we define uncertainty through ambiguity, complexity, and volatility to focus on mitigating project risk. Using a case study approach, we take a wide view of cybersecurity project risk and drive understanding to identify, analyze, and alleviate project risks through risk response planning and implementation.

**TOPICS:** Quality Control Measurements and Tools; Deliverable-Focused Metrics and Measurements; Business Value; Earned Value Management; Forecasting; Presenting Information; Visual Controls and Measurement Pitfalls; Uncertainty, Ambiguity, Complexity, and Volatility; Cybersecurity risk approach; Risk ID and Analysis; Managing Technical Resources; Probability and Impact Analysis; Risk Data Presentation; Expected Monetary Value Analysis; Panning Risk Responses; Managing Risk Through Cybersecurity Initiatives

## SECTION 2: Stakeholder and Team Performance Domains

Section 2 takes on project stakeholder management. We start with identification and analysis of stakeholders, how to engage successfully, communicate effectively, and align management with the overall project goals. The other key component of project success is a strong team. Learning to establish team ground rules, develop a welcoming culture that leads to productive implementation and effective communication is a key to driving value. Team leadership also includes motivational concepts and refining interpersonal skills.

**TOPICS:** Stakeholder Identification, Engagement; Addressing Stakeholder Issues; Communication and Management; Scope Planning; Project Charter Development; Resource Management; Team Ground Rules; Team Culture and Development; Negotiation; Conflict Resolution; Leadership; Motivation and Leadership and Interpersonal Skills; Earned Value Analysis

## SECTION 4: Work and Delivery Performance Domains

In Section 4 we cover resource management, increasing team focus, communication engagement, and then move into a procurement primer and establishing bid documents, as well as the bid processes, vendor evaluation, and contracting. It is critical to focus on knowledge management throughout the project life cycle through understanding value delivery. These components are tied together by gathering stakeholder requirements, establishing requirements traceability and decomposing the complexity of initiatives through the work breakdown structure process and agile release planning. The end of section four includes quality topics and a section on the Cost of Quality.

**TOPICS:** Resource and Team Management; Effective Communication; Communication Models; Forecasting; Procurement Management; Bid Documents and Process; Contract Types; Source Selection and Evaluation; Make-or-buy Analysis; Knowledge Management Throughout the Project Lifecycle; Understanding Value Delivery; Collecting Project Requirements; Work Breakdown Structures; Agile Release Planning; Quality Management Functions; Cost of Quality

## Who Should Attend

- Security professionals who need to understand the concepts of project management and utilize multiple development approaches
- Managers who want to understand the critical areas of making cybersecurity initiatives successful
- Individuals working with time, cost, quality, and risk sensitive projects and applications
- Anyone who would like to utilize effective communication techniques and proven methods to relate better to people
- Anyone in a key or lead engineering/design position who works regularly with project management staff



**GCPM**  
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## GIAC Certified Project Manager

The GIAC Certified Project Manager (GCPM) certification validates a practitioner's knowledge of technical project management methodology and implementation. GCPM certification holders have demonstrated the critical skill sets associated with making projects successful, including effective communication and time, cost, quality, procurement and risk management of IT projects and application development.

- Project management structure and framework
- Time and cost management, communications, and human resources
- Quality and risk management, procurement, stakeholder management, and project integration

**“Jeff made the course so practical that I was able to apply concepts before the course was even complete. Jeff's balance of prep for testing and real-world experience was great!”**

— Brian Jennings, Eli Lilly & Company