

Intermediate IT Project Management

Update your PMP® with 18 PDUs

This three-day course targets experienced project managers and new project managers who have taken a basic project management course. Tools and techniques for development of sound cost and schedule estimates are developed. Course lecture is supplemented with hands-on group exercises centered on a case study to reinforce course concepts.

Course lecture is supplemented with hands-on group exercises to reinforce course concepts, focused on effective methods and techniques for managing projects. Attendees develop a hypothetical project from concept to closeout using a methodology based upon the PMI® process groups and Software Engineering Institute's Capability Maturity Models. Attendees learn the framework that underlies successful projects and the tools, techniques and timing for effective project planning, tracking and overall control. The importance of managing project risk is presented using interactive group exercises.

Summary of Course Topics

Project Management Framework

- Project Management Institute (PMI) model
- Integrating PMBOK® and the Software Capability Maturity Model
- Managing with life cycle models
- Relating organizational structures to project effectiveness
- Necessary competencies for project managers
- Creating project teams
- Developing a communications plan
- Managing change requests
- Obtaining executive support

Detailed Project Planning

- Building the project business case
- Implementing risk management principles
- Identifying phase and project deliverables
- Working with the customer to gather requirements
- Converting functional requirements into effective design
- Building and implementing project milestones
- Defining tracking metrics
- Using assumptions to manage the triple constraints
- Managing with the work breakdown structure
- Using work packages and activities to manage scope

Focus on Quality

- Defining quality
- Incorporating Deming, Juran and Crosby
- Integrating various stakeholder views
- Implementing quality into the project
- Controlling quality with metrics
- Applying lessons of ISO 9000:2000

Managing Project Risk

- Managing project risks to find opportunity
- Reducing adversity through effective risk management
- Qualitative and quantitative risk valuation
- Developing risk responses and controls

Running the Project

- Sequencing the activities and adding resources

- Using milestones to develop the budget
- Constructing the project schedule
- Activity dependency relationships
- Reviewing and updating estimates
- Creating project reporting mechanisms
- Identifying project bottlenecks
- Estimating schedules with PERT and CPM
- Managing changes to the project baselines
- Implement changes to correct the deviations
- Managing communications through the Project Management Office (PMO)

Managing Project Closeout

- Ensuring deliverables are received
- Effective turnover to product support
- Training the client to use the product
- Sharing lessons learned
- Documenting outstanding issues
- Acknowledge outstanding performance

Who Should Attend?

Experienced project managers learn skills that reinforce their existing knowledge base and develop new skills to successfully lead and manage their projects. Incorporating lessons learned on projects in order to transfer knowledge to the organization is developed. Effective project estimating tools are practiced.

New project managers learn the best practices needed to get a proper start in their project management career. Effective modern tools and techniques are presented to build and execute a project plan. Interpersonal skills are offered to enable the new project manager to negotiate for effective resources within the organization. Best practices for today's rapid development environments are addressed.

Sample Exercises For Skills Development

Identify the major deliverables and how the constraints of the organization effect the implementation. The "project team" must identify how to make the project run efficiently within the organizational structure that is imposed upon it. The environmental constraints must be taken into account. Project teams examine the case study to identify the phase deliverables and develop milestones at which the deliverables will be completed.

Enhance project success through the use of quality tools. Quality considerations are frequently overlooked during project planning and are ignored during construction. Tools such as configuration management and tracking metrics are developed for the case study.

Implementing inspections and walkthroughs. These tools have been shown to enhance product quality while reducing cost and time to delivery. Perform a walkthrough of a project document.

Use a business case and project charter. The business case and charter are used to develop the project plan. Effective planning skills are reinforced while the project requirements are created.

Produce project estimates. Use analogous and parametric estimating techniques through rolling wave planning to develop estimates for the project. Apply the metrics to schedule project resources and develop baselines.

Respond to unexpected changes. Project environments change. Apply tracking and oversight techniques to develop responses to change

Methods of effective closeout. Transfer the product to the production environment. Use contractual and administrative closeout tools and techniques to implement lessons learned practices.

Please contact us by email at courses@rhymingplanet.com or by telephone at 720.904.7809 for additional information about course pricing and customization.