PM13- Managing IT Project Management

3 days

Course Description:

In today's dynamically changing business environment projects are initiated under tighter budgetary, resource and time constraints than ever before. This seminar focuses on the core project management skills required to manage an Information Technology project and will provide the attendees with proven "real life" tools and techniques applied to an IT Project case study.

Attendee Profile:

Information Systems Project Leaders, Team Leaders, Project Managers, Line of Business I.S. Coordinators, who are responsible for the delivery of projects in a cross-functional environment.

Course Goals:

- Develop a foundation in core project management concepts.
- Apply core project management concepts to managing an information technology project.
- Discover and apply project management tools and techniques applicable to each phase of a System Development Life Cycle (SDLC).

Course Outline:

Unit 1 – Introduction

Course Goals
Student Introductions
Class Objectives
Class Materials
Class Norms

Unit 2 – The Project Management Framework

What is a Project?
Discussion – Why are IT Projects So Challenging?
Challenges with IT Projects
How do you define success?
Project Constraints
Where do projects come from?

Why is there interest in project management?
What is Project Management?
Goals of Project Management
Role of the Project Manager
Program Management/Portfolio Management
Role of the PMO
Phases & Life Cycles
Product Life Cycle
Life Cycle Models
- Waterfall Model
- Spiral Model
- Incremental Model
- Evolutionary Model
- Agile Model

Exercise – Choose a Life Cycle Model
What is a Process?
Underlying PM Concept

Unit 3 – Concept Phase

Business Case for the project
Project Initiation
Stakeholders
Stakeholder Analysis
Exercise – Identify Project Stakeholders
Project Charter
Project Objectives
Exercise – Develop a Project Charter
Project Approach/Methodology
Managing Uncertainty
Progressive Elaboration
Rolling Wave Planning

Unit 4 – Analysis Phase

Analysis Phase
Planning Processes
Project Management Plan
The Management Plans
Project Scope Management Plan
Exercise – Review a Project Scope Management Plan
Gathering Requirements
Requirements Analysis
Requirements Gathering Techniques
Exercise – Gather a project's Business Requirements
Prioritizing Requirements
Exercise – Prioritize the Requirements
Configuration Management System

Requirements Management Plan
Scope Statement
Assumptions
Constraints
Exercise – Create a Project Scope Statement
Work Breakdown Structure (WBS)
Product-oriented WBS
Process-oriented WBS
Steps for Decomposing a project
Exercise – Develop a WBS

Unit 5 – Design Phase

Developing the schedule
Determining the Activities
Activity Lists
Exercise – Develop an Activity List
Activity Dependencies
Schedule Network Diagrams
Precedence Diagramming Method (PDM)
Types of PDM Dependencies
Leads and Lags
Exercise – Create a Project Schedule Network Diagram
Estimating Task Durations
Duration vs. Effort
Estimating techniques
Exercise – Estimate Activity Durations
Estimate Resource Requirements
Developing the Schedule
Schedule Analytical Techniques
Critical Path Method (CPM)
Exercise – CPM Calculation
CPM Critical Path
Exercise – Develop the Project Schedule and Identify the Critical Path
Gantt Charts
Schedule Compression
Exercise – Compress a project schedule
Resource Leveling
Schedule Reserves
Developing the Project Budget
Cost Baseline Curve
Cost Estimates
Determining the Cost Baseline
Cost Reserves
Exercise – Develop a high-level Project Budget
What is Quality?
Cost of Quality

Product vs. Process Quality
Planning for Quality
The Quality Management Plan
Quality Management Plan Components
Exercise – Review a Project Quality Management Plan
Planning Project Communications
Communication Concerns
Project Communications Management Plan Components
Communications Planning Table
Exercise – Create a Communications Plan
Project Risk
Risk Planning
Risk Characteristics
Risk Management – A Structured Approach
Risk Management Planning
Risk Identification
Exercise – Identify Project Risks
Risk Assessment
What is a Probability/Impact Grid?
Exercise – Assess the previously identified risks
, Responding to Risks
Risk Response Strategies
Exercise – Plan Risk Responses
Contracting on a Project
Setting the Performance Measurement Baselines
Variance Analysis

Unit 6 – Build Phase

Project Plan Execution
Distributing Project Information
Quality Assurance
Project Team Development
Stages of team Development
Risk Tracking
Calculating Variance
Exercise – Determining variances off the project plan

Unit 7 – Test Phase

Tracking and Controlling Activities
Project Reviews
Performance Reporting
Quality Control
Testing
Risk Control
Issues Management
Reacting to Variances
Exercise – Make recommendations for dealing with project variances
Scope Creep
Change Control Process
Change Requests

Unit 8 – Deploy Phase

Formal Acceptance
Transition Documentation
Transitioning the team
Discussion – What typically happens during your project's deployment?

Unit 9 – Project Closeout

Maintenance/ Support Activities
Maintenance/ Support Concerns
Formal Project Closure
Discussion – What typically happens during project closeout?
Contract Closure
Administrative Closure
Project Archives
Lessons Learned

Course Exercises:

This seminar uses the context of an IT project case study to allow the participant to practically apply the tools and techniques covered in the class. Using this case study, the participants, working in teams, will work on the following exercises:

1. Why are IT projects challenging?
2. Why is there interest in project management?
3. Choose an appropriate Life Cycle
4. Perform a Stakeholder Analysis
5. Create a Project Charter
6. Create a Project Scope Statement
7. Review a Project Scope Management Plan
8. Perform Requirements Analysis and Prioritization
9. Create a Work Breakdown Structure (WBS)
10. Develop an Activity List

11. Create a Project Schedule Network Diagram
12. Estimate Activity Durations and Resources Required
13. Develop the project schedule and identify the critical path
14. Compress a project schedule
15. Develop a high-level project budget
16. Define Project and Product Quality
17. Review a Project Quality Management Plan
18. Create a Project Communications Management Plan
19. Identify project risks
20. Assess project risks previously identified
21. Develop risk responses
22. Determine variance from a project plan
23. Make a recommendation for dealing with project variances
24. Perform Change Control
25. Perform Project Closeout