IT Project Management

Course Summary

Description

In the recent past, it has been proven that IT projects are more prone to failure than any other type of project. This workshop teaches how to run an IT project according to the standards published in the Project Management Institute's Project Management Body of Knowledge. Case studies and examples from real projects are presented throughout, and many class workshops are used to give practical experience.

Topics

- The Project Plan
- Project Scope Planning
- Project Time Planning
- Project Cost Planning
- Project Risk Management
- Project Procurement Planning
- Project Integration Planning
- Project Scope/Time/Cost Control
- Project Communications Control
- Project Quality Management
- Project Human Resources Management
- Project Risk Control
- Conclusions

Audience

This course is intended for project managers, team leaders, project team members - anyone involved in a project.

Prerequisites

There are no prerequisites for this course.

Duration

Three days

Due to the nature of this material, this document refers to numerous hardware and software products by their trade names. References to other companies and their products are for informational purposes only, and all trademarks are the properties of their respective companies. It is not the intent of ProTech Professional Technical Services, Inc. to use any of these names generically

ProTech
protechtraining.com

"Charting the Course ...

... to Your Success!"

IT Project Management

Course Outline

I. Introduction
- A. Instructor, students, schedule, logistics
- B. What is a Project?
- C. The Project Management Institute
- D. Project Management Body of Knowledge nine Knowledge Areas
- E. Themes for the course
- F. Learning objectives
- G. Reducing your stress level

II. The Project Plan
- A. What is Planning
- B. Why plan?
- C. Project Development Plan outline

III. Project Scope Planning
- A. Project lifecycles: The phases of an IT project
- B. Hardware software and integration project approaches
- C. Waterfall versus iterative methods
- D. Build/Buy approaches
- E. The Work Breakdown Structure
- F. Methods, examples, approaches, formats
- G. Standards (ISO12207, IEEE)
- H. Milestones
- I. Summary WBS
- J. Contractor WBS
- K. How far to break down?
- L. Using the WBS
- M. Work Packages
- N. The use of project management software such as SAP and Microsoft Project™
- O. Requirements
- P. Understanding the customer's problem
- Q. Getting proper requirements
- R. The Requirements Document
- S. Handling unfirm requirements
- T. Group Exercise: Create a WBS for a project

IV. Project Time Planning
- A. Estimating Methods
- B. Important items to have Standards for
- C. Using the WBS
- D. Accuracy of estimates at each stage of the plan
- E. Sanity checks and other considerations
- F. Scheduling
- G. PERT charts
- H. Dependencies
- I. Critical path
- J. Gantt charts
- K. When to use
- L. Items driven by the Gantt
- M. Multi project management
- N. Individual time management
- O. Group Exercise: estimate and schedule the project

V. Project Cost Planning
- A. Resource usage
- B. Estimating the cost: realistic?
- C. Software tools
- D. Costed WBS
- E. Cost and Resource ramp-up
- F. Budgeting to cost accounts
- G. Cost – sanity checks
- H. Cost reports
- I. Group Exercise: assign resources and plan the cost of the project

VI. Project Risk Management
- A. Risk management processes
- B. Risk Identification – Anticipating the risk
- C. Suggested factors
- D. Risk Quantification – Risk tables: a quantitative approach
- E. Risk Response Development
- F. Risk as a monetary value: Management reserve
- G. Risk documents
- H. Risk Management Plan
- I. Risk Management Procedures
- J. Risk List
- K. Risk Management Plan
- L. Typical risks
- M. Group Exercise: Develop a Risk Management Table: Risk Identification, Evaluation, Response

Due to the nature of this material, this document refers to numerous hardware and software products by their trade names. References to other companies and their products are for informational purposes only, and all trademarks are the properties of their respective companies. It is not the intent of ProTech Professional Technical Services, Inc. to use any of these names generically

IT Project Management

Course Outline (cont'd)

VII. Project Procurement Planning
- A. Quick summary

VIII. Project Integration Planning
- A. Integrating scope, quality, time, cost
- B. Integration processes

IX. Project Scope/Time/Cost Control
- A. Monitoring
- B. Monitoring by PM and client
- C. Monitoring by Contractor Project Manager/Team Leader
- D. Handling scope changes

X. Project Communications Control
- A. Meetings
- B. The status or review meeting
- C. Running a meeting
- D. Project kickoff meeting
- E. Post project review
- F. Other project meetings
- G. Reporting project status
- H. Weekly/Monthly Reports
- I. Using the Tracking Gantt
- J. Other reports, based on:
- K. Deliverables, milestones, issues
- L. Project roll-up and summary reporting

XI. Project Quality Management
- A. Quick summary Quality planning
- B. Quality Assurance, Quality Control
- C. SEI CMM levels and KPA's

XII. Project Human Resources Management
- A. Building the Project Team
- B. Project organization
- C. Matrix, functional, project
- D. The project team: the Project Manager, Team leader, Team member
- E. Project Manager, Functional Manager responsibilities
- F. Project manager skills
- G. The role of the Client
- H. Managing Technical People
- I. Motivation, growth and burn-out issues
- J. Demotivators vs. Motivators
- K. Delegation
- L. Handling Turnover

XIII. Project Risk Control
- A. Monitoring risk
- B. Reacting to risk
- C. Do not get burned
- D. Keeping everyone informed
- E. Risk Log
- F. Project Integration Control
- G. Problems
- H. Detection, correction
- I. Reacting to problems
- J. Solving the problem
- K. Handling dependencies on other departments
- L. Change Control
- M. Controlling cost/schedule/scope escalation
- N. Crashing a project on tight schedule
- O. Project Close-out

XIV. Conclusions
- A. Resources available
- B. PMI
- C. Internet
- D. PMI, SEI, SPI, NASA, DND, DOD, Governments
- E. Training
- F. Can you be a good project manager?
- G. Project management proverbs

Due to the nature of this material, this document refers to numerous hardware and software products by their trade names. References to other companies and their products are for informational purposes only, and all trademarks are the properties of their respective companies. It is not the intent of ProTech Professional Technical Services, Inc. to use any of these names generically