

Fundamentals for Managing Multiple Projects

Course Summary

Description

Project Managers are often required to manage several projects with shared resources. This Fundamentals of Managing Multiple Projects course is designed to provide students with the fundamentals of project management while focusing on applying the fundamentals in a multiple project environment. Through discussion, workshops and real world examples, participants learn how to identify project components, organize them effectively and control the project from the earliest steps of developing the project charter through the final steps of project-documenting lessons learned. Participants are asked to come prepared to evaluate their multiple projects during this class.

Objectives

At the end of this course, students will be able to:

- Understand and articulate the importance of project management especially in a multiple project environment
- Learn about spiral and iterative project development
- Discuss the impact of a multiple project environment on the recommended models
- Understand basic agile project management practices
- Learn what portfolio management is and how it can help prioritize multiple projects
- Produce a personal portfolio with time and schedule commitments
- Clearly define project objectives then create a project Work Breakdown Structure
- Accurately estimate and evaluate resource allocation
- Plan the communications requirements for a project and all stakeholders
- Learn the impact of sharing resources and applying team building principles in a multiple project environment
- Identify how the multiple project environment can increase project risks and develop a contingency plan
- Change control and why it's imperative to project success – especially in a multiple project environment

Topics

- Overview
- Initiate
- Planning in a Multiple Project Environment
- Execution/Control/Close
- Templates

Audience

This course is designed for Project Managers.

Prerequisites

There are no prerequisites for this course.

Duration

Three days
21 PDUs

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Course Outline

- I. Overview**
 - A. What is a project
 - B. Project Management Lifecycle vs. System Development Lifecycle
 - C. Top ten reasons for project failure
 - D. Define a multiple project environment
 - E. What is the "spiral of death"
 - F. How does Project Portfolio Management help in a multiple project environment?
- II. Initiate**
 - A. Understanding your workload and the maximum number of projects you can manage
 - B. Project Charter Development
 - C. Project selection and the project portfolio
 - D. Strategic alignment of projects and how it helps with prioritizing projects
 - E. Scope Statement Development
- III. Planning in a Multiple Project Environment**
 - A. Creating a Work Breakdown Structure
 - B. Schedule Development and activity estimating
 - C. Resource allocation in a multiple project environment
 - D. Human Resource Planning and team building
 - E. Communications Planning
 - F. Risk Planning
 - G. Planning with an Agile perspective
 - H. Project Plan Integration
- IV. Execution/Control/Close**
 - A. Scope Control
 - B. The Triple Constraint and Project Control
 - C. Project Communications
 - D. Lessons Learned
 - E. Tying it all into the Multiple Project Environment
- V. Templates**
 - A. Project Charter
 - B. Scope Statement
 - C. Assumptions and Constraints Log
 - D. Issues Log
 - E. Communications Plan
 - F. Project Change Log