

Strategic Project Management: Achieving Organisational Goals - 4 Days

Course 287 Overview

- You Will Learn How To**
- Manage complex projects involving substantial budgets, strategic risks and aggressive time scales
 - Determine key business benefits and project financial feasibility
 - Align your cross-functional projects with organisational strategy and life cycles
 - Communicate effectively with key stakeholders to ensure project success
 - Monitor and report project progress using Earned Value Management
 - Design an effective change management process that delivers and supports strategic business projects

Course Benefits To avoid delay, disruption and extra work, project managers need strong analytic, communication and problem-solving skills to make business and organisational decisions. Through an intensive four-day project simulation, you experience real-world situations in which your decisions impact the outcome of your project. You also have access to productivity tools and templates for use back at work.

Who Should Attend Project and programme managers who are responsible for managing business-focused projects. Experience, including creating Gantt and PERT charts, and performing basic risk analysis at the level of Course 296, "Project Management: Skills for Success", or Course 340, "Project Management for Software Development", is assumed.

RealityPlus Through an authentic case study simulation, you gain experience presenting plans and managing business issues in a complex project. Paper and PC-based activities include:

- Identifying and managing stakeholders
- Analysing project feasibility
- Preparing a communication plan
- Identifying and analysing strategic risk
- Assessing suppliers against established standards
- Evaluating project progress using EVM
- Responding to project change
- Measuring and presenting results
- Applying best practice leadership skills
- Creating lessons learned for organisational improvement

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Course 287 Outline

The Art and Science of Project Management

- Comparing simple and complex projects
- Diagnosing and measuring project complexity
- Structuring a complex project

Assessing Project Viability

Selecting projects based on financial assessment

- Payback
- ROI
- NPV
- IRR

Determining project feasibility

- Validating project priorities in the organisation
- Managing the capacity load balance

Examining costs and benefits

- Appraising business benefits
- Establishing technical and organisational readiness

Managing the Organisation and Stakeholders

Analysing organisational issues

- Leveraging the strengths of existing matrix organisations
- Working with weak, strong and projectised environments

Adopting a stakeholder management process

- Managing stakeholder priorities
- Determining stakeholder significance and impact

Planning and Managing Effective Project Communication

Defining a communication plan

- Mapping information needs
- Selecting the appropriate media

Implementing the plan

- Implementing and using a RACI diagram
- Choosing a communication channel
- Deciding how frequently to communicate

Developing a Project Process

Creating a project life cycle

- Identifying key APM, PMI® and PRINCE2® attributes
- Selecting a Life Cycle Model that suits your project
- Embedding best practice in your project life cycle

The role of the Project Management Office (PMO)

- Defining the functions of a PMO
- Leveraging the advantages of a PMO

Managing Strategic Risks

Developing a risk management process

- Identifying strategic risks in the project
- Employing checklists

Analysing strategic project risks

- Evaluating the impact of risk on your plan
- Qualitative vs. quantitative techniques
- Choosing the best course of action
- Prioritising risk action plans

Managing Contracts and the Procurement Process

Planning procurement strategies

- Applying a vendor selection process
- Evaluating "make or buy" decisions
- Calculating cost of ownership

Soliciting external contracts

- Evaluating vendor proposals
- Negotiating contracts to manage risk

Employing Earned Value Management (EVM)

Reporting project status

- Leveraging the power of EVM to keep projects on track
- Computing CV, SV, CPI and SVI measures
- Predicting likely outcomes
- Charting project performance

Tracking against time and budget

- Ensuring the EVM data is correct
- Avoiding common traps of EVM
- Interpreting EVM charts for decision making

Controlling Project Change

Designing an effective change control process

- Mapping the business processes

- Setting controls and thresholds for change

Implementing change management

- Identifying sources of change
- Crafting a change management process
- Avoiding the "gold plating" culture

Putting It All Together

- Becoming a strategic project manager
- Championing professionalism and ethics
- Closing and evaluating the project