

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
 - Communicate effectively with key stakeholders to ensure project success
 - Monitor and report project progress using Earned Value Management
 - Evaluate vendor proposals using a contracts and procurement process to match the project requirements
 - Prepare and present project-based proposals to solve business needs

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 recommendations and 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 responsible for managing business-focused projects. Experience creating WBS, Gantt and Network 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. 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
- Presenting project proposals to stakeholders
- Tracking lessons learned for organisational improvement

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Course 287 Outline

Defining and managing project complexity

- Combining project lifecycle and project process
- Examining the art and science of project management
- Implementing essential support documentation and systems

Assessing Project Viability

Selecting projects based on financial assessment

- Payback
- ROI
- DCF
- NPV
- IRR
- Exploring cash flow profile implications

Examining costs and benefits

- Appraising business benefits
- Evaluating the project's soft benefits

Determining project feasibility

- Identifying strategic risks in the project
- Analysing project environment factors that influence success
- Employing checklists

Managing Stakeholders and Project Communication

Adopting a stakeholder management process

- Managing stakeholder priorities
- Determining stakeholder significance and impact
- Putting in place actions to manage the stakeholders

Defining an effective communication plan

- Identifying barriers to communication
- Selecting the appropriate media
- Implementing and using a RACI diagram
- Choosing a communication channel
- Deciding how frequently to communicate

Developing the Project Lifecycle

Methodology challenges

- Handling rapid development cycles
- Mitigating increased risks

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
- Managing project risk budget
- 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
- Evaluating vendor proposals

Soliciting external contracts

- Deciding the type of contracts to use
- Negotiating contracts to manage risk

Employing Earned Value Management (EVM)

Reporting project status

- Tracking against schedule and budget
- Computing CV, SV, CPI and SVI measures
- Charting project performance

Predicting likely project outcomes

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

Managing Project Change

Implementing change management

- Mapping the business processes
- Planning for soft issues in change

Designing an effective change control process

- Identifying sources of change
- Setting controls and thresholds for change
- Crafting a change management process
- Avoiding the "gold plating" culture

Creating project-based proposals Presenting recommendations

- Preparing a project proposal
- Key strategies for delivering the proposal
- Closing and evaluating the project
- Leveraging lessons learned