

Managing the Project Portfolio

Discover a practical methodology for delivering your organization's strategic portfolio

Seminar Focus

- Learn project evaluation criteria and selection models to rank projects
- Apply right metrics to track, control, and successfully manage the portfolio
- Delineate criteria to terminate projects that are not meeting target objectives
- Use a scorecard for strategic alignment of projects in portfolios
- Discover practical project valuation using quantitative financial models

Overview

This advanced course will equip you with the skills you need to secure the right resources and build commitment to a realistic schedule, which you can successfully manage and control.

Successful project delivery involves a great deal more than simply planning and controlling, you need the support and dedication of a team to get it done. A particularly significant challenge for many Project Managers is to fashion a high performing team from a group of resources temporarily loaned to the project. Learn the essential skills you need to manage both the schedule and the human side of projects successfully.

You will explore various practical tools and techniques for managing resources and scheduling projects within constraints of time, cost and quality.

You will participate in small "project teams", tackling a case study project, to demonstrate the practical use of key project tools. Practice skills for scope definition and developing work breakdown structures. Use effective techniques for estimating and budgeting, a logical approach to developing robust schedules, which are all essential for effective resource management.

Staying on track or more importantly knowing if you are heading off-track, is an equally challenging proposition for Project Managers. This course will demonstrate the Earned Value Management (EVM) approach, which enables everyone, including customers to keep track of cost and schedule performance. Many people have likened it to a dashboard that provides early warning signal on projects

To achieve quality deliverables, you must establish processes that lead to consistent performance and deal flexibly with customer needs and wants.

Benefits of Attendance

Learn effective negotiation skills and tactics to help you build high performing project teams. This course also provides you with a clear understanding of cost and schedule control techniques, to maximize the effectiveness of your key project resources.

This course focuses on teaching delegates to think like Project Managers, to be active instead of passive, to take responsibility for the project and take positive steps to keep it on track.

- Prioritise requirements to maximize the deployment of resources to critical areas
- Identify appropriate techniques and tools for estimating time, costs and resources
- Use scheduling techniques including networks and Gantt charts
- Learn advanced schedule development techniques to optimize resource usage
- Consider the use of feeder buffers with the critical chain project management approach
- Know how to use Earned Value Management techniques to determine project status
- Manage project performance and accurately report project status

In preparation for PMP Certification this course includes a review of the PMBOK® sections:

Section 6 ~ Project Time Management

Section 7 ~ Project Cost Management

Section 9 ~ Human Resource Management

Section 10 ~ Communications Management



Course Topics

DAY ONE

Session 1 ~ Essentials of Resource Management

- Key challenges in scheduling and resource management
- Review project life cycles and processes
- Defining objectives and the triple constraints
- Generally accepted best practices and reference sources

Session 2 ~ Scope Planning

- Why are requirements important?
- Preparing and committing to a Project Charter
- Writing effective Scope Statements
- Documenting assumptions & constraints

Case Study ~ Preparing the Scope Statement

Session 3 ~ Scope Definition

- Building deliverable-oriented work breakdown structures (WBS)
- Defining the work packages and tasks
- Constructing a responsibility assignment matrix

Case Study ~ Preparing the WBS

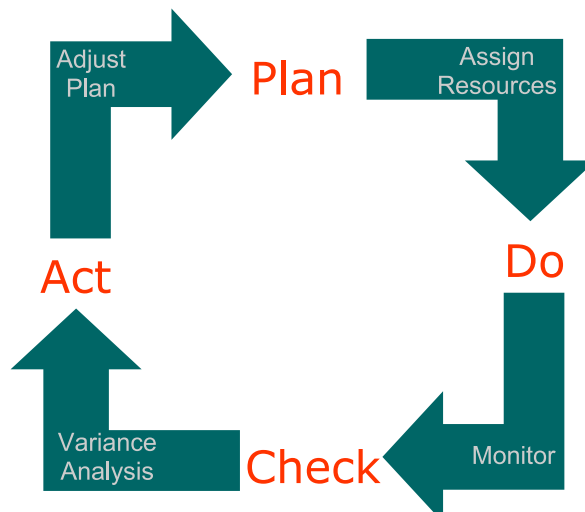
Session 4 ~ Human Resource Management

- Building an effective project team
- Negotiating for key skills
- Developing your Leadership style
- Motivating the team

Session 5 ~ Estimating techniques

- Top down vs. bottom up estimating
- Parametric and analogous estimating
- Good practice tips for estimating durations, effort and costs

Case Study ~ Developing the estimates



Course Topics

DAY TWO

Session 6 ~ Scheduling techniques

- Milestone planning and Gantt chart
- Network diagramming using ADM and PDM
- Precedence relationships and critical path analysis (CPA)
- Identifying total and free slack
- Crashing schedules using time/cost trade offs
- Considering risks and contingency reserves
- Reviewing resource constraints and resource levelling
- Critical chain project management concepts (CCPM)

Case Study ~ Developing a schedule

Session 7 ~ Monitoring and control

- Establishing the baselines
- Monitoring project performance
- Understanding Earned Value Management (EVM)
- Responding to issues and changes
- Progress assessment and Status reporting

Case Study ~ Status Reporting

Session 8 ~ Learning review and Q&A

- Share insights and learning.
- Develop a personal action plan to apply your learning back at work

Seminar Timetable

Registration will be from 08.00 to 08.30 every morning. Lunch and refreshments will be provided. The course will finish at approximately 17.00 each day.

Who Should Attend

This session is a must for project managers who wish to improve the effectiveness of their project plans and learn new techniques to manage and control key project resources. This course will also be of importance to: Project / Team Leaders, Program Managers, Resource Managers and also team members who are studying for PMP certification with PMI.

