

Advanced Project Management

This workshop gives seasoned project managers the knowledge and skills necessary to successfully manage increasingly complex project issues to meet desired goals and objectives. Assuming a mastery of project planning, this workshop extends skills to the remaining project management processes covering areas such as avoiding mistakes when executing and controlling a project, dealing with evolving stakeholder expectations, using trend analysis to measure project performance and improving project outcomes. PDUs: 24 credits.

Audience: Those who have mastered the planning process, are experienced with all aspects of the discipline, and are now looking for ways to develop their execution and control skills on larger, more complex projects.

Prerequisites: Experience in reading and analyzing outputs from scheduling software such as Microsoft® Project. Experience in managing projects. Fast Start® In Project Management or Project Management for Information Systems.

Number of Days: 3 days

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| <p>1. Introduction
 Welcome to Advanced Project Management
 Workshop Logistics
 Workshop Materials
 How to Get the Most Out of this Workshop</p> | <p>Stakeholder Commitment and Team Resources
 Inhibitors to Future Success and How to Deal with Them
 Estimates that Don't —Work Non-Participating Stakeholders
 Vague or Uncommitted Resources
 Other Inhibitors to Getting Work Done
 The Process for Commencing Project Work
 Communicating the Start of Project Work
 Coordinating the Start of Project Work
 Key Learning Points
 Getting Work Done
 Facilitating Project Work
 Communicating Work Expectations (Work Authorization)
 Managing Issues and Action Items
 Key Learning Points
 Progress, Status, and Forecasting
 Capturing Progress
 Updating the Schedule
 Forecasting —Predicting Future Project Work</p> |
| <p>2. Project Selection and Initiation
 Initiating Projects
 When Do Projects Start? Defining the Project Life Cycle
 Tips for Defining the Start of a Project
 Considerations for Initiating Projects
 Strategic Planning
 Prioritizing Projects
 Selecting Projects
 Key Elements of the Initiating Process
 Guidelines for Project Initiation</p> | |
| <p>3. Project Execution Methodology
 Project Execution Methodology
 Starting Project Work
 The Value of a Good Start
 Ensuring a Successful Start to Project Work
 What Planning Outputs are Needed, and How Good Must They Be?</p> | |



4. Project Variance and Control

A Framework for Performance Reporting
Understanding Different Types of Metrics
How Metrics Interact
Measuring Projects and Generating Metrics Reports
Interpreting Project Metrics
Baseline Metrics
Earned Value Management
Earned Value Management Variance Analysis
Earned Value Management Forecasting Variance
Earned Value Management-To Complete Performance Index (TCPI)
Understanding the Causes of Variance
Defining Project Variance
Understanding Different Types of Project Variance
Root Contributors to Variance
Methods for Identifying Root Contributors
Taking Corrective Action to Overcome Variance
Definition/Intention of Corrective Action
Understanding Points of Leverage
Managing Change, Quality, and Risk
Responding to the Dynamic Nature of Projects
Using Process to Create Transparency
Control Processes for Project Change
Quality Control
Quality Assurance
Risk Monitoring and Control Process

5. Project Closure and Learning

The Closing Process
The Challenge of Project Closure
When and How to Learn from Projects
Initial Sizing
Detailed Estimating
Unforeseen Events
Project Closure Reporting and Archiving Processes

Step 1— Obtain Formal Acceptance
Step 2— Shut Down the Work Engine
Step 3— Analyze Metrics, Baseline, and Change Data
Step 4— Evaluate Processes and Documentation
Step 5— Documenting Project Events and Circumstances
Step 6— Generating Lessons Learned
Step 7— Finalize and Share the Project Closure Report
Step 8— Celebrating the End of the Project
Step 9— Archive the Project Records
Step 10— Conduct FollowUp Surveys as Negotiated

6. Summary and Conclusion

Where We've Been

Where to Go Next

Appendix A— Managing Projects Better with Process

Intent and Ownership of Processes
Process as a Tool for Success in Project Management

Differentiating Between Project Management and Product Development

Overviews of Methodologies
Value of a Project Management Methodology

Using a Methodology
Creating a Methodology

7. Appendix B— “Special Situations” (That Happen All the Time)

Managing Several Projects Simultaneously

Priority

Process

Workflow

Taking Over Ongoing Projects

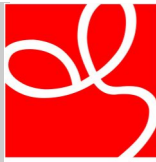
Establishing Credibility and Project Visibility

Inventory the Project to Find Leverage Points

—Threading || Your Methodology to an Ongoing Project

Stakeholder Change

What is a Stakeholder Change?



**Dex
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A Strategic Process Management Company

Assessing the Impact of Stakeholder
Change on Your Project
Responding to Stakeholder Change
Scaling Project Management to Meet the
Project Needs
Factors in Scaling Project Management
Identifying and Protecting the Core
Project Management Processes