



Complex IT Project Management

Course Overview

This course is designed for experienced project managers who want to take their skills to the next level. Managing large, complex and multiple IT projects strains the project manager in many ways. Weaknesses in your project management skills can quickly bring a complex project to its knees. Learn from instructors who have experienced firsthand the challenge (and rewards!) of complex project management and how to successfully implement large/multiple projects. The course is highly interactive with challenging IT-based case studies, and lectures filled with real life work scenarios. Participants will team together to apply techniques learned from the lectures. Instructors for this course have over 10 years of project management experience in multiple industries.

Key Outcomes

Upon completion of this course, participants will be able to:

- » Understand how large, complex and multiple projects need to be managed differently than smaller isolated projects
- » Develop techniques to manage and coordinate project managers, subcontractors, customers, team members and vendors
- » Learn methods to handle complex cost constraints
- » Manage scope in a rapidly changing business environment
- » How to handle multiple resource constraints and keep resources for your project(s)
- » Devise control mechanisms to ensure complex projects remain on time, within budget, and within predetermined quality metrics
- » Know how to identify a project that's in trouble and how to recover it
- » Identifying, managing and reporting risk
- » Techniques to manage project managers effectively
- » Dealing with contract management – Writing and responding to RFP's, and writing great contracts
- » Understand various implementation techniques

Course Outline

Complex PM – A definition

- » Do you have the basics nailed?
- » Managing large/complex and or multiple projects – differences

At-a-Glance:

Course Length:

3 days

Course Number & Level:

351.CIT3 – Proficient

Professional Development Units

(PDUs): 21

Continuing Education Units (CEUs):

2.1

PMBOK® Guide Knowledge Areas**Covered:**

- » Project Integration Management
- » Project Scope Management
- » Project Cost Management
- » Project Quality Management
- » Project Human Resource Management
- » Project Communication Management
- » Project Risk Management
- » Project Procurement Management

All the People!

- » Dealing with numerous stakeholders
- » The Stakeholder Values Table
- » Assessing Your sponsor, customer and end users
- » Modes for handling conflict
- » Preventing unwarranted conflict
- » Refining your negotiation skills

Managing Team Resources

- » Handling large teams
- » Virtual teams
- » Part-time team members
- » International teams
- » Keeping the focus
- » Leveraging your position in a positive way

Project Controls and Change Management

- » Change management in a complex project
- » Impact of change on a complex project
- » Methods to reduce scope creep
- » Measuring the health of a complex project
- » Simplifying project management oversight

Risk management planning

- » Complex project risk analysis techniques
- » Breaking down complex project risk
- » Complex risk management – raising awareness
- » Complex risk response planning
- » A risk checklist for complex projects

Contract management

- » Request for Proposal (RFP) pre-requisites
- » RFP Elements
- » Evaluating RFP responses
- » Contract considerations
- » Contract terms and corresponding management approaches
- » Communication planning for/with contractors

- » Establishing completion criteria and creating statements of work

Surviving Project Audits

- » The audit process
- » Educating your project team
- » Assigning roles to manage an audit
- » Typical areas of audit investigation
- » Collecting and presenting information to auditors
- » Audit closeout

Complex Project Implementation

- » Implementation business considerations
- » Planning the implementation
- » Pre-installation verifications
- » Activities during product introduction
- » Minimizing issues with product turnover
- » Project acceptance and closeout