



Complex Project Management

Course Overview

This course is designed for experienced project managers who want to manage complex projects effectively. Managing large, complex projects, strains the project manager in many ways. Weaknesses in project management skills can quickly bring a complex project to its knees. Learn from instructors who have experienced firsthand the challenges (and rewards!) of complex project management and how to successfully implement large/multiple projects. The course is highly interactive with challenging 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:

- » Describe the unique qualities of complex projects
- » Identify 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
- » Identify methods to handle complex cost constraints
- » Identify methods to handle multiple resource constraints and keep resources for your project(s)
- » Describe ways to manage scope in a rapidly changing business environment
- » Identify and describe control mechanisms to ensure complex projects remain on time, within budget, and within predetermined quality metrics
- » Explain how to assess and recover troubled projects
- » Describe methods of identifying, managing and reporting risk
- » Define elements of a successful RFP and methods for writing great contracts
- » Identify various implementation techniques

Course Outline

Complex PM – A definition

- » Define complex project management
- » Describe the unique qualities to managing complex projects

At-a-Glance:

Course Length:

3 days

Course Number & Level:

302.CPM3 – 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 Time Management

Tracks:

- » Project Trouble Shooter

All the People!

- » Explain how to manage and coordinate multiple stakeholder needs
- » Describe methods to analyze your project sponsorship
- » Identify and describe techniques to leverage each resource category
- » Describe conflict management techniques
- » Identify the phases of negotiation

Managing Team Resources

- » Explain the Teaming Model
- » Describe methods to manage international and other virtual teams
- » Identify tools to assist with effective team management and communication

Project Controls and Change Management

- » Describe change in a complex project environment
- » Analyze the impact scope creep can have on projects and team members
- » Describe strategies for identifying and handling scope creep as a subset of project change
- » Describe methods for simplifying project management oversight

Risk management planning

- » Define risk terminology
- » Describe risk analysis techniques
- » Identify risk categories for complex projects
- » Identify risk tools available
- » Describe techniques for responding to risks

Contract management

- » Explain how to prepare a Request for Proposal (RFP)
- » Explain how to review RFP responses
- » Identify contract consideration and terms
- » Describe management approaches for different contract structures
- » Define required elements of a Statement of Work (SOW)

Surviving Project Audits

- » Identify the steps required to prepare for an audit
- » Identify the roles involved in an audit
- » Explain how to prepare your project team for an audit
- » Identify what the auditors will be evaluating

- » Explain the audit closeout procedures

Recovering Troubled Projects

- » Describe how to perform a quick assessment
- » Identify ways to establish and evaluate “Buy-In”
- » Analyze the “Critical Path” and “Victory Path”
- » Describe methods to re-tool your communication plans
- » Describe how to leverage staff
- » Develop an evaluation checklist

Complex Project Implementation

- » Identify business considerations needing to be addressed prior to installation
- » Identify planning activities needed to prepare for implementation
- » Define activities to perform pre-installation and during implementation to maximize the probability of success
- » Explain the turnover of product support to steady state support organizations