Complex Project Management

Course Overview
This 3-day 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 Overview
- Define complex project management
- Quick review of PM basics – level setting
- Discuss the unique qualities to managing complex projects
- Review case study which will be used throughout the course

All the People!
- Learn how to manage and coordinate multiple stakeholder needs
- Review methods to analyze your project sponsorship
- Discuss techniques to leverage each resource category
- Review conflict management techniques
- Examine the phases of negotiation
Managing Team Resources
- Explain the Teaming Model
- Discover methods to manage international and other virtual teams
- Identify tools to assist with effective team management and communication
- Discuss techniques to leverage your position in a positive way

Project Controls and Change Management
- Examine change in a complex project environment
- Review the impact scope creep can have on projects and team members
- Discuss strategies for identifying and handling scope creep as a subset of project change
- Examine methods for simplifying project management oversight

Risk Management Planning
- Discuss risk terminology
- Review risk analysis techniques
- Explore risk categories for complex projects
- Share risk tools available
- Review techniques for responding to risks

Contract Management
- Discuss how to prepare a Request for Proposal (RFP)
- Learn how to review RFP responses
- Understand contract consideration and terms
- Review management approaches for different contract structures
- Gain knowledge to establish completion criteria
- Define required elements of a Statement of Work (SOW)

Surviving Project Audits
- Understand the steps required to prepare for an audit
- Discuss the roles involved in an audit
- Learn how to prepare your project team
- Realize what the auditors will be evaluating
- Review audit closeout procedures

Recovering Troubled Projects
- Understand how to perform a quick assessment
- Learn ways to find and evaluate “Buy-In”
- Examine the “Critical Path” and “Victory Path”
- Review methods to re-tool your communication plans
- Describe how to leverage staff
- Develop your own evaluation checklist

Implementation
- Discuss the implementation of products created through complex projects
- Examine business considerations to be addressed prior to installation
- Review planning activities to prepare for implementation
- Examine activities to perform pre-installation and during implementation to maximize the probability of success
- Review turnover of product support to steady state support organizations