

Managing Multiple Projects

Course Overview

Handling several projects at once means more than dealing with just multiple schedules; it involves multiple risks, multiple stakeholders, and multiple functional managers who allocate resources. The key to managing multiple projects expertly is to recognize priorities and delegate wisely – not an easy feat in today’s complex environment. To do that successfully, you need to understand what makes up your workload, as well as an understanding of how risk, human resources, and schedules must be integrated.

This two-day course presents techniques for identifying what constitutes your individual portfolio, establishing priorities, sharing resources across multiple projects, and managing your day to day responsibilities. If you are a project manager, team leader, or technical staff member (and understand work breakdown structure and basic network diagramming), you’ll learn the science – seasoned with a dash of art – of applying your managerial energy effectively.

Key Outcomes

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

- Develop a system to prioritize your workload
- Allocate resources among multiple projects
- Consolidate multiple project schedules
- Describe the impact of critical chain technique on resources and the schedule
- Develop strategies to plan for risk and change in the multiple project environment
- Describe tools and techniques for controlling a project without authority

Course Outline

The Challenges of the Multi-Project Environment

- Identify organizational resources available for project management
- Baseline and prioritize your individual workload
- Describe methods to manage your workload
- Explain the five necessary steps for effective task delegation

Relationship Management in the Multiple Project Environment

- Describe two components of relationship management
- Describe techniques for creating authentic communication
- Develop a Sponsor/ Project Manager agreement on roles and responsibilities
- List strategies for dealing with conflict
- Develop methods to prepare for difficult conversations

Multiple Project Scheduling & Resourcing

- Select a uniform approach to managing single projects that can be applied in the multi-project environment
- Identify steps to effective schedule control
- Compare and contrast the resource considerations of capability, availability, productivity, and control
- Describe strategies for stretching resources
- Compare strategies for managing schedule constraints

At-a-Glance:

Course Length:

2 days

Professional Development Units (PDUs): 14 (Technical)

PMBOK® Guide Knowledge Areas Covered:

- Project Integration Management
- Project Scope Management
- Project Risk Management
- Project Schedule Management
- Project Resource Management
- Project Stakeholder Manager

Delivery Options:

- Virtual Instructor-led Training
- Instructor-led Training (Delivered Onsite at Your Location)

- Distinguish between resource leveling and resource smoothing
- Illustrate common problems related to project schedules

Critical Chain in the Multiple Project Environment

- Define a “constraint” as used in Critical Chain approach
- Contrast Feeding Buffer, Project Buffer, and Resource Buffer
- Explain two methods to calculate Project Buffer
- Demonstrate how to use a Project Buffer Incursion Chart
- Create a Critical Chain schedule for a project scenario

Multiple Project Communication and Risk Management

- Identify processes you can use to effectively communicate within the multiple project environment
- Identify techniques for effective performance reporting for multiple projects
- Use commonalities among projects for better risk management across multiple projects

Class Close Out

- Identify the lessons learned in this class that you can bring back to your job to address some of the frustrations you experience
- Hear how others in the class plan to use the tools described in this class