

Soft-Train®



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Technology Works*

Information Technology Project Management (4 Days) ST00085

COURSE GOAL: Learn how to optimize IT Development and delivery processes to bring projects online more effectively, more quickly and on budget.

PREREQUISITES: Project Management Experience

LEARNING OBJECTIVES:

Upon completion of this course the student will be able to:

- Maintain control of projects with proven scheduling techniques
- Deliver quality systems on time
- Plan for the unexpected
- Budget more effectively
- Keep conflict to a minimum
- Expertly use PM software tools

KEY TOPICS:

I. Project Management Framework

- A. Project Characteristics
- B. The Complexity of Defining Complexity
- C. Components of Complex Projects
- D. The Triple Constraint
- E. Secondary Success Factors
- F. Other Success Factors
- G. The Modified Triple Constraint
- H. Prioritization of Constraints
- I. Types of Project Resources
- J. Skill Set
- K. Three Critical Requirements
- L. Problem Identification and Solution
- M. The Traditional Project

II. Integration Management

- A. Changes in Focus
- B. Project Sponsorship
- C. Project Accountability
- D. Alignment of Goals
- E. Expert Judgment
- F. Project Decision Making
- G. Project Justification
- H. Project Approvals
- I. Change Management
- J. Change Control Meetings
- K. Ability to Change

III. Scope Management

- A.** Project Boundaries
- B.** Stakeholder Identification
- C.** Requirements Collection
- D.** Changing Product Requirements
- E.** The Project Plan: Work Package Levels
- F.** Project's Deliverables
- G.** Work Performance Information
- H.** Verify Scope
- I.** Control Scope

IV. Time Management

- A.** Project Dependencies
- B.** Templates
- C.** Activity List
- D.** Project Schedule
- E.** Purpose of Schedule
- F.** Types of Schedules
- G.** Published Estimating Data
- H.** Project Management Software
- I.** Top-Down VS. Bottom-Up Estimating
- J.** Three Point Estimates
- K.** Duration VS Effort
- L.** What-If Scenarios
- M.** Schedule Compression Techniques

V. Cost Management

- A.** The Basis for Project Funding
- B.** Project Funding
- C.** Multiple Funding Sources
- D.** Management Reserves
- E.** Cost-Estimating Techniques
- F.** Use of Earned Value Measurement
- G.** Forecast Reports

VI. Human Resource Management

- A.** Fervent Belief

- B.** Conflicts Over Objectives
- C.** Shifting Leadership
- D.** Wage and Salary Inconsistencies
- E.** High Stakes
- F.** Culture
- G.** Multiple Cultures
- H.** Multicultural Teams
- I.** Shifting of Key Personnel
- J.** Quantity of Resources
- K.** Quality of the Resources
- L.** Availability of the Resources
- M.** Control of the Resources
- N.** Worker Retention

VII. Procurement Management

- A.** Material/Service Requirements
- B.** BOT/ROT Contracts
- C.** Control of Vendors
- D.** Regulations Governing Vendor Selection
- E.** Impact of Stakeholders
- F.** Adversarial Procurement Positions
- G.** Multiple Contract Types

VIII. Quality Management

- A.** Satisficing Zones
- B.** Different Life Cycles
- C.** Technology
- D.** Cost-Benefit Analysis
- E.** New Quality Boundaries

IX. Risk Management

- A.** Complexity, Uncertainty, and Risk
- B.** Risk Management
- C.** Identifying Risks
- D.** Unequal Contingency Planning
- E.** Risk Analysis
- F.** Multiple Options Analysis
- G.** Risk Prioritization
- H.** Determining Risk Response Strategies

- I. Monitoring and Controlling Risk
- J. Technical Risk
- K. Management Reserve

X. Communications Management

- A. Stakeholders
- B. Stakeholder Commitment
- C. Getting Stakeholder Agreements
- D. Stakeholder Issues and Challenges
- E. Making Bad Assumptions
- F. Another Bad Assumption
- G. Value Creation
- H. Stakeholder Management Responsibility
- I. Changing Views in Stakeholder Management
- J. Life-Cycle Stakeholder Management
- K. Stakeholder Management – Macro Level
- L. Stakeholder Management VS Customer Loyalty
- M. Stakeholder Management – Micro Level
- N. Stakeholder Identification
- O. Managing Stakeholder Expectations
- P. Stakeholder Information Flow
- Q. Linear Thinking
- R. Three Critical Factors for Successful Stakeholder Management
- S. Successful Stakeholder Management
- T. Failures in Stakeholder Management