

Advanced Project Management: Large Projects



Overview

The seminar will provide expanded knowledge to plan and control programs and large projects. Core topics include project initiation (feasibility studies and business cases), advanced project planning tools and control methods for large projects. The seminar is hands on with group workshops built around a case which commences with project initiation and runs to project planning. All materials taught are compliant with the guidelines established in A Guide to the Project Management Body of Knowledge, PMBOK®, 6th Edition, from the Project Management Institute.

Audience

The course is intended for participants who are or are ready to become program managers, project directors or senior project managers.

Duration 2 Days

Price \$1095.00

Prerequisite Project Planning for Success or Project Management Boot Camp or equivalent

PDU's 14 Professional Development Units through the Project Management Institute's Registered Education Program.

Course objectives

By the completion of the seminar, participants will:

- Acquire advanced project planning skills with emphasis on:
 - *Work breakdown structures for large programs and projects.*
 - *Determining project contingencies.*
 - *Developing schedules that include time buffers*
- Developing complex project budgets for planned value (performance), commitments and cash flow.
- Obtain expanded skills in change control, document management, schedule and budget forecasting using trend analysis and earned value techniques.

Course Topics

Introduction

Project Initiation

- Project Initiation Process
- Initial Project Charter
 - *Workshop: Project Charter*
- Initial Stakeholder Analysis
 - *Workshop: Stakeholder Analysis*
- Feasibility Study/Business Case
 - *Workshop: Business Case WBS*

Project Planning

- Planning Process Model
- Planning Environment
- Characteristics of Large, Complex Programs & Projects
- Expanded Scope Planning
- Statement of Work (SOW)
- Large Project Work Breakdown Structure Development
- Multiple Products
 - *Large Projects Three Step WBS Process*
 - *Complex Program/Project WBS Numbering*
 - *Workshop: WBS Development*

Large Project Phased Forecasting And Estimating

- Classes Of Estimates
 - *Workshop Discussion: Classes of Estimates*
- Work Package Planning
 - *Work Package Planning Process*
- Scheduling
 - Traditional vs. Time Critical
 - Determination of Buffers
 - Overhead
 - Large Project Labour Contingency
 - *Workshop: Contingency Calculation*
- Large Project Budget Planning
 - Project Budget Definitions
 - Building a Performance Curve
 - Developing planned value, commitment and cash flow budgets
 - Understanding budget graphic tools
 - *Workshop Discussion: Budget*
 - Completing the Plan

Enhanced Project Control

- Overview
- Project Execution & Control Model
- Definitions
- Quality
- Quality Function Deployment Matrix
- Cost & Benefits of Quality
- Quality Control Techniques
- Change Control
- Documentation Management
- Project Management System Requirements
- Schedule and budget control forecasting and management
- Updating and Forecasting Project Plan
- Earned value analysis
- Trend analysis
 - *Workshop: Forecasting*

Conclusion & Wrap Up