

Training course

Managing complex projects

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Introduction

How do you handle projects with multiple stakeholders, tight schedules, complex dependencies and limited budget? How can you as a leader motivate people in your project team to enjoy delivering the right quality within budget and schedule? How do you perform monitoring and controlling in a way that creates trust among the stakeholders and best possible conditions for delivering successful results?

This five-day course offers an exhaustive review of the subject Complex Project Management. The course focuses on tools, working methods, roles and leadership. The material covered is relevant for projects in all lines of business but is most applicable in complex environments.

For who?

This training is aimed towards those who have several years of experience as a project manager, or have taken basic courses in project management and seeks further development.

The course gives you a deeper understanding of the most important areas for you as a project manager, providing you a very broad foundation to stand on to increase confidence in the use of project management tools.

Training objectives

The purpose of the training is to give the participants deep knowledge in which tools, working methods and roles to be used in effective project management work.

After completing the course, participants will be able to:

- Understand how to set up an optimal project organization
- Define and set project goals
- Create realistic project plans that describe activities, dependencies, resources and schedules
- Steer towards the goals
- Manage change
- Understand how high-performing project teams are created and managed
- Understand how risks should be managed
- Perform project follow up and communicate the result
- Track progress towards the project plan
- Close projects and document them correctly



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Content

Structures for project management

- Definition of project management
- Project life cycle
- Project models
- Project Management Standards
- Project maturity

Start of project

- Techniques for choosing projects at a strategic level
- Benefits Management
- Analysis of project ideas
- Successful projects
- Project objectives
- Project charter content
- Case study: Project charter

Project organisation

- Project organisation in relation to the operational organisation
- Important project roles and authorizations
- Project support functions

Stakeholder management and communication planning

- Identify, analyse and manage project stakeholders
- Communication planning
- Case study: Communication planning

Requirement management and configuration management

- The need for requirement management
- Requirement documentation
- Approach for collecting requirements
- Monitoring and controlling requirements
- Configuration management
- Case study: Analysis of Needs and Requirements Specification

Project team development

- CANEA Team Psychology Life cycle – TPL and how a project manager can steer the group towards the desired characteristics
- Project Team Leadership
- Project finalization

Project scope

- Project Scope definition
- How the project scope can be defined
- Breakdown of project scope
- Work breakdown structure
- WBS, OBS and CBS
- Case study: WBS

Time management

- Planning of time management
- Planning according to Critical Path Method
- How to estimate durations
- Methods to compress schedule
- Planning according to Critical Chain Project Management
- Milestone planning
- Graphical illustrations of schedules
- Who and when to manage time
- Case study: Time management

Roles in project team

- Different models for greater self-awareness
- Models based on personal characteristics
- Models based on mindset

Resource management

- How the project's resource requirements are calculated, and how a resource histogram is produced
- How to plan resources for a project
- Resource management during a project
- Acquisition and release of resources

Cost and calculation

- Project economy and assessment
- Different approaches to evaluation and calculation
- Human behavior that affects evaluation and calculation
- Project budgeting
- Advise on successful calculations and budget
- Case study: Cost and calculation

Negotiation

- The negotiation process
- Negotiation situations
- Bargaining power
- Negotiation tactics
- Key skills of negotiation
- Roleplay: Negotiation

Risk management

- The risk management process
- How to identify risks
- Tools and methods to analyse risks, both qualitatively and quantitatively
- Different strategies for risk response, for both negative and positive risks
- Risk control
- Case study: Risk management

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Project leadership and motivation

- Situational project leadership
- Conditions that affect the project leadership
- Ways to lead in relation to different situations
- Motivation as a tool for development
- Self-awareness and leadership

Project follow-up

- Project baseline
- Factors that describe the project status
- Timing for the follow-up of status
- Forecasting
- Reporting
- Most common meetings in projects

Earned Value Management

- Earned Value Management and its benefits
- Calculate cost index and time index to compare different project progress in relation to their cost and time plans
- Final cost forecast and calculates remaining work for a project
- Case study: EVM

Feedback

- Introduction to the concept of feedback
- Feedback theories
- Receive and give feedback according to the Non-Violent Communication model
- Roleplay: Feedback

Deviation and change control

- Deviation management
- Assessment and management of change
- Case study: Change control

Handover and completion

- The ideal finish
- Delivery and handover of the product/service
- Termination of project
- Project evaluation and lessons learned
- Case study: Handover and completion

Post project review

- Knowledge of benefit evaluation and how the results of the evaluation is used
- Actions promoting benefits
- The importance of communication and marketing project results
- How post project review supports individual and organisational learning
- Case study: Follow-up of business objectives

Program

Day 1

09:00 - 17:50

- Introduction
- Structures for project management
- *Break*
- cont. Structures for project management
- Start of project
- *Lunch*
- Case study: Project charter
- *Break*
- Project organisation
- Stakeholder management and communication planning
- *Break*
- Case study: Communication planning
- Summary and conclusion
- *1 hour self-study*

Day 2

08:00 - 17:50

- Repetition from previous day
- Requirement management and configuration management
- Case study: Analysis of Needs and Requirements Specification
- *Break*
- Project team development
- Project scope
- *Lunch*
- Case study: WBS
- Time management
- *Break*
- Case study: Time management
- Roles in project team
- Summary and conclusion
- *1 hour self-study*

Day 3

08:00 - 17:50

- Repetition from previous day
- cont. Roles in project team
- *Break*
- Resource management
- Cost and calculation
- Case study: Cost and calculation
- *Lunch*
- Negotiation
- Roleplay: Negotiation
- *Break*
- Risk management
- *Break*
- Case study: Risk management
- Summary and conclusion
- *1 hour self-study*

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Day 4

08:00 – 17:50

- Repetition from previous day
- cont. Case study: Risk management
- Project leadership and motivation
- *Break*
- Project follow-up
- Earned Value Management
- *Lunch*
- Case study: Earned Value Management
- Feedback
- *Break*
- Roleplay: Feedback
- Deviation and change control
- *Break*
- Case study: Change control
- Summary and conclusion
- 1 hour self-study

Day 5

08:00 – 16:00

- Repetition from previous day
- Handover and completion
- Case study: Handover and completion
- *Break*
- Post project review
- Case study: Follow-up of business objectives
- *Lunch*
- Individual action plan
- Course summery
- *Break*
- Written exam
- Course completed

Case studies

The theory sections in the course are mixed with several case studies and roleplay. These case studies are carried out in groups under the guidance of the lecturers.

Course Certificate

Upon participation during the whole course, as well as a passed exam, a course certificate is issued. Prerequisite for a certificate are participation during all course days.

Course material

The course material consists of printed slides of the material used by the lecturer during the course.

The lecturers

The course is given by lecturers with good pedagogical ability and cutting-edge knowledge in project management. All lecturers have extensive experience from project management work and can contribute with examples from real situations.

Course fee

Price per participant is stated in the training calendar. The price includes complete course documentation, lunch, morning and afternoon coffee/tea.

Contact us for more information:

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