

Advanced IT Project Management

Develop an understanding of approaches and techniques necessary to successfully manage IT projects in the 21st century

Jakarta

20th & 21st November
2006

"All project managers face problems on Monday mornings - good project managers are working on next Monday's problems."

Anonymous

Build on the traditional measures of time, cost and quality, to manage stakeholder expectations, balance risks and opportunities and create value to deliver satisfaction to the project's stakeholders



Your International Course Trainer:

Dr Lynda Bourne, PMP Director of Training
Mosaic Project Services

Learning Objectives

Delegates will benefit from this interactive 2-day event through developing the skills and 'knowhow' to manage IT projects successfully in complex organizations with a focus on:

- Understanding the definition of project success in the 21st Century
- New ways to identify a project's key stakeholders and their real needs and requirements
- The 'craft' and 'art' of Project Management
- The power structure of the organisation and creating a network of support and influence
- Proven techniques to lead and motivate your team
- The correlation between an organisation's risk tolerance and project success
- Establish a culture of successful project management supported by a strategic PMO
- Discover how project documentation such as Project Charter, GANTT charts, Earned Value graphs, Risk Management Plans, and Communication Plans should be used to achieve project success
- The value of benchmarking and Organisational Project Management Maturity

marcus evans training courses are structured to provide intense and practical training. Our format:

- Combinations of educational presentations, productive in-session assignments and participant collaboration to provide actionable learning
- Strictly limited numbers to allow for greater interaction and one-on-one interaction with the trainer
- Detailed pre-course questionnaires to allow you to tailor the programme to address your individual concerns
- Hard and soft copies of presentation materials and tools

Pre - Course Questionnaire

To ensure that you gain maximum benefit from this event, a detailed questionnaire will be sent to you to establish exactly where your training needs lie. The completed forms will be analysed by the course trainer. As a result, we ensure the course is delivered at an appropriate level and that relevant issues will be addressed. The comprehensive course material will enable you to digest the subject matter in your own time.

Supporting Publication



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In these times of globalisation, organizational success is tied to 'doing the right projects' and 'doing projects right, time after time'. When projects fail, the organization is affected because some aspect of its strategic objectives will not be delivered as planned, scarce resources will be wasted and individuals and groups (stakeholders) who had expected some benefit from the outcome of the project will be negatively impacted.

Project success depends on more than delivering to schedule and budget; and does not only depend on the efforts of the Project Manager. The KPMG 2005 survey found that successful companies had a much higher focus on strategic alignment of projects and the realisation of the business benefits defined in a project's business case; and development and maintenance of PMOs.

Traditional views of project management do not fully acknowledge the importance of the organisation in the creation of projects, and the organisation's importance in contributing to the success of the project. This is particularly so for Information Technology (IT) projects, where technical imperatives often take precedence over strategic intent or the capacity and capability of the organisation to deliver.

Through analysis of factors of success or failure in projects, delegates will develop an understanding of approaches and techniques necessary to successfully manage IT projects in the 21st century.

Session One: Introduction

This session explores high-profile projects in the context of success and/or failure to identify factors that can enhance chances of success or reduce chances of failure.

Objectives of this session: Through analysis of factors of success or failure in projects, delegates will develop an understanding of approaches and techniques necessary to successfully manage IT and other business projects.

- Project Success/Failure: Key Definitions
- Workshop:
 - Classic Case Studies – Failure? Or Success?
- Project Success becomes as balance of:
 - Value Delivery
 - Relationship Management
 - Risk Management

Session Two: Delivering Value

Delivering value to an organisation covers strategic issues and realisation of business benefits, which the Project Manager must be aware of, and the tactical project management issues of developing, controlling and reporting on schedule and budget that the Project Manager is responsible for.

Objectives of sessions 2, 3 and 4: Through developing an understanding of the project's alignment with organisational strategy and the means by which organisations can balance competing needs within that organisation, delegates will be able to better manage the expectations of stakeholders and provide recommendations about impact of the project and modifications to the project's schedule, budget, and scope. Value is also delivered to the organisation when the project's progress is reported in an accurate, timely, and appropriate way. The delegate will also understand the importance of realistic schedules and methods to achieve and control them.

Session Three: Project Governance (the right projects)

- Key principles in effective governance
- The connection between Projects, Programs and Portfolios
- Strategic Alignment: Choosing the 'right' projects
 - Balancing conflicting needs within the organisation
 - Best use of scarce resources (people, material, funds)
- Business Cases
- Benefits Realisation: Assuring value from projects
- KPMG survey 2005
 - The importance of Benefits Realisation
 - The importance of the PMO
- Organizational maturity
 - Organizational Project Management Maturity
 - OPM3

Session Four: Doing Projects Right

- The 'craft' and 'art' of Project Management
- Time, Cost and Quality Management
 - Earned Value
 - Traceability
 - Testing Management
- Scope Management
 - Requirements Definition
 - Making allowances for Technological Uncertainty
 - Mechanisms of agreement and approval
 - Prototyping
 - Release Planning
- Reporting
 - Earned Value
 - Balanced Scorecard

Workshop: Case Study

Dealing with complexity of technology and scope, staged delivery of scope, integrating parallel activities, dealing with unrealistic schedules.

About your course trainer:

Dr Lynda Bourne DPM, PMP, CCP is an award winning project manager, consultant and trainer with 20 years professional industry experience.

Dr Bourne was 2003 winner of PMI Australia's 'Project Manager of the Year' award and was awarded PMI's Robert J Yoursak tuition scholarship for the 2004/2005 academic year, for completion of her doctoral dissertation for the award of Doctor of Project Management.

She is a recognised international authority on stakeholder management and the 'Stakeholder Circle' visualisation tool, presenting at conferences and seminars in Europe, Russia, Asia, New Zealand and Australia to audiences of project managers in the IT, construction, defence and mining industries, and has published papers in many academic and professional journals.

A Certified Computer Professional (CCP) in the Australian Computer Society (ACS), she is a member the Academic Board of ACS Education and a tutor for one of the modules in the Certification Program – Business, Legal and Ethics.

She is a certified assessor and tutor for PMI's Global standard for Organisational Project Management Maturity (OPM3) ProductSuite and Chairman of the Examination Board.

Dr Bourne has extensive experience as a Senior IT Project Management Consultant specialising in delivery of IT and other business-related projects within the telecommunications and utilities sector, in the Asia Pacific Region. Other industry-related roles include strategic planning, Account Management within the IT industry, Business Process Re-engineering (BPR) and business development.

Dr Bourne's career has combined practical project experience with business management roles and academic research to deliver successful projects that meet stakeholders' expectations. Highlights of her career have included:

- leading the development of Mosaic's Stakeholder Circle™ methodology and tool;
- Program Director leading development of programs for mentoring and coaching project managers, and innovative programs of apprenticeships to assist engineers and technical specialists make the transition to project management;
- the successful implementation of project management support solutions integrating SAP with Primavera;
- the development of innovative Program Offices to provide support services for planning, reporting and other technical support services to IT development groups;
- leading RFT development and response teams in Australia and South-East Asia.

Companies the trainer has consulted for:

In Australia:

- Telstra
- Optus
- United Energy (telecommunications division)
- Mosaic:
 - o Training on behalf of PMI Melbourne Chapter
 - o Training on behalf of PMI Canberra
 - o Training on behalf of PMI Adelaide

In South East Asia:

- Maxis
- Telekom Malaysia
- M-Dialogue/Shell Brunei

Session Five: Managing Relationships

Research conducted over the last five years has shown that poorly managed project relationships are the major causes of project failure, or perceptions of project failure.

Objectives of Sessions 5 and 6: Through the use of an innovative stakeholder management and engagement methodology, the delegate will understand the importance of prioritising stakeholders and then developing focussed communications plans to ensure that robust project relationships are built and maintained. Delegates will develop skills in stakeholder engagement and in negotiation techniques for effective management of conflict.

- Culture
 - Organisational Culture and Project culture
 - Managing project success within the organisation's culture
 - 'Politics' and how to use it for project success
- Stakeholder Management
- Workshop
 - What is a stakeholder? Why are they important?
 - Identifying and Prioritising project stakeholders
 - Understanding and managing stakeholder expectations
- Engagement and Communication
 - 'Mutuality' – what do stakeholders expect from the project
 - Developing appropriate engagement strategies
 - Targeted on the needs of the project
 - And expectations of the stakeholder

Session Six: Communication

- The 'Art of Communication'
- Workshop
 - Project Communication Planning
 - Implementing the Communications Plan
 - Measuring engagement effectiveness
- Project Leadership
 - Developing the project team
 - Forming the Team culture
 - Motivating the project team
 - Leading the project team
 - Managing conflict through negotiation

Workshop: Application to the Case Study: Developing a project culture in a diverse project environment, developing focussed communication strategies, managing conflicting work patterns within the project, managing schedule slips

Why you cannot miss this event

Advanced IT Project Management will demonstrate ways to build on the traditional measures of time, cost and quality, to manage stakeholder expectations, balance risks and opportunities and create value to deliver satisfaction to the project's stakeholders. If developing accurate schedules, budgets and other project control documentation is the craft of project management, this course will enable the delegates to develop the art of project management, through learning how to use the project documentation to develop and maintain robust relationships for project success.

In this two day interactive master class, delegates will work through a case study tailored to reinforce the learning from each session, and will be encouraged to contribute from their own experience. The delegates will be guided by an experienced Project Director, who has also held senior roles in large organisations and researched project success in IT, construction, and business change projects.

The proven and effective processes contained in the Project Management Institute's PMBOK Guide® 3rd Edition will be also used to uncover the real requirements of a project's stakeholders, define the correct scope and create the deliverables (on time and on budget) that deliver tangible benefits to the organisation.

I would like to thank everyone who has helped with the research and organisation of this event, particularly the trainer, who has kindly committed and supported the event.

Tan Yee Pheng, Producer - Training Division

Session Seven: Managing Risk

Managing risk is the third aspect of enhancing project success. Managing risk involves planning, identifying, prioritising, measuring and developing and implementing response plans. Risks can arise through poorly managed project relationships and perception that project value is not being achieved. People can be a source of risk as can poor strategic decisions about project selection and schedules and budgets poorly implemented and controlled.

Objectives of this session: Delegates will develop risk management plans, impact statements and risk registers as part of clearly articulating project risks (and opportunities). Delegates will also understand the value of project closure activities from the perspective of increasing organisational wealth through knowledge, developing more effective forecasting and estimating tools and techniques from a base of lesson learned and historical project data.

- Definitions
 - Uncertainty and Ambiguity in the project environment
 - What is Risk? What is Opportunity?
- Risk Management Planning
- Workshop
 - Identification of potential Risk and Opportunity
 - Measuring the impact of Risk
 - Prioritising and categorising Risk
- Stakeholders as potential Risk
 - 'Utility' Theory and 'Risk Tolerance'
- Risk Response Planning
 - Documenting Risk and Opportunity responses
 - Developing and managing the Risk Register
- Executing the Risk Response Plan
- Monitoring and Review of Risk
- Contracts as mechanisms for Risk Management
 - Balancing cost and allocation of risk
 - Contract types and risk to the project
- Change Management
 - Control and Improvement

Session Eight: Bringing it all together

- The PMO (Project Management Office, Program Management Office or Portfolio Management Office)
 - Control or Support
 - Monitoring or Mentoring
 - Strategic partner
- The Essential Project Closure
- Knowledge as organisational wealth
- 'Lesson learned'
 - Risk identification templates
 - Time and Cost estimating
 - Stakeholder Engagement

Who should attend

CIO's, CTO's, IT Directors, General Managers, Senior executives and staff in:

- Information Technology or IT
- Information Services or IS
- IT Projects
- IT Development
- Strategic Planning
- MIS
- Operations
- Business Analysts
- Corporate Services

Workshop schedule

0830	Registration and Coffee
0900	Session Starts
1030	Refreshments & Networking Break
1050	Session Resumes
1245	Luncheon
1345	Session Starts
1500	Refreshments & Networking Break
1520	Session Resumes
1730	End of Training