



Bottom-Line IT Project Leadership - Advanced Course

Outline

Day 1

Program Overview

- Introduce course/PCI/staff
- Course Objectives and Content
- Agenda

Introduction - Project Management Institute (PMI)®

- 5 Process Groups
- 10 Knowledge Areas

SEI - Capabilities Maturity Model

- Five levels of maturity
- Benefits and Organizational responsibilities in a CMM organization

Team Formation and Team Leadership

- Four stages of Team Development
- Observing Group Dynamics
- Lead High Performing Project Teams
- Team Roles
- Project Organization
- How projects get started.
- Team exercise: Why Projects Fail

Team Assignment - Review

- Actions of Successful Managers
- Traits of Successful Managers
- Attributes of Failing Project Managers

Case Study/Simulation

- Pre-reading review
- Case study discussion
- Simulation overview
- Close-out

PMI® Project Management Processes

- Initiating
- Planning
- Executing Processes
- Monitoring & Controlling
- Closing

Initiate Processes

- Integrations
 - Software Development Process
 - Requirements Gathering
 - Approaches; Prototyping
 - Ways to Model
 - Customer Debrief
 - Business Requirements; Project Requirements
 - OUTPUT Project Charter
- Software Scope Planning
 - Project Hi-Level Deliverables
 - 9 Questions for a Project Plan to Answer
 - Work Breakdown Structure
 - Microsoft Project Template

Team Assignment

Project Simulation Scope, Work Breakdown Structure, Costs and Constraints

Planning Processes

- Time Management
- Gantt Chart - Manual or Automated
 - Resource Planning
 - Human Resource Management
 - Creating a Human Resource Plan

Team Assignment

- Make Decisions and Run Project Simulation-Game
- Staff Report – Resources on staff and Available To Hire
- Productivity factors
- Rolling Wave Resource Plan
- Acceptable Skill Levels
- Management Decisions and Project Start-Up Choices
- Run Project Simulation – Game for Week 1

Day 2

Executing Processes

- Project Productivity Resource Choices
 - Productivity Losses
 - Resource Leveling. Why level resources?
 - Resource Leveling Options
- Procurement Management
 - PMI® View - SEI View
 - Resources - Equipment and Material
 - Equipment Vendors selection criteria
- Risk Management
 - Risk Identification
 - Analyzing Risks
 - Determine Levels of Risk
 - Risk Response Planning
 - Risk Management Plan
- Software Quality Assurance QA
 - QA Indicators and Processes
 - Quality Productivity and Predictability
 - Quality Planning
 - Quality Control

PMI is a registered mark of the Project Management Institute, Inc.
The PMI Registered Education Provider logo is a registered mark of the Project Management Institute, Inc.



Team Exercise

- Develop Team Productivity Plan
- Choose Vendors Based on Criteria
- Schedule and Submit Material Orders
- Prepare Risk Management Plan and Risk Mitigation Responses

Team Assignment

- Enter Decisions and Run Simulation
- Print Out Reports
- Prepare Report Out Presentation
- Present Results to Other Teams

Monitoring & Controlling

- Performance Indicators Measurement
- Toll Gates/Checkpoints for Project Review
- Financial, Human Resources, Process and Customer Focus Measures
- (Option) Earned Value Control Techniques
- Scorecard: Key Performance Indicators
- Choose Selected Additional Measurements
- Configuration/Change Management
- Change in Projects. What people want – What they get

Team Exercise

- Update Scorecard
- Compile Key Performance Indicators
- (Option) Update Earned Value Software with latest results
- Develop Change Management Process for Your Project
- Include All Changes to Date

Team Assignment

- Run Project Simulation-Game. Print Out All Reports
- Compile all Key Performance Indicators and Scorecard
- Prepare Management Report Out Presentation
 - Corrective Action Plans
 - Key Performance Indicators

Day 3

Option - Organization Pulse Survey

Survey Questions; group's answers compiled

Close Out

Communications Management

- PMI® processes
- Communications plan

Virtual Teams – Managing Across Multiple Time Lines

- Difficulties of Managing Virtual Teams
- Virtual Project Team Tips
- Benefits of Virtual Teams
- Project Close Out

Team Assignment

- Run Project Simulation-Game through to Project End
- 14 week project completed Close-out of project

Project Close Out

- Compile Final Reports
- List Lessons Learned
- Assess Smart Moves and Mistakes Made

Application to the Job as per CMM

- How to become repeatable
- What do we need for success?
- General guidelines
- To successfully apply learning Tools and Templates to the Job

Team Assignment

- Prepare Final Report Out Presentation to Senior Management
- Final Team Results. Smart Moves and Mistakes Made
- Lessons Learned
- Tools and Templates to Use in the Future. Aid Required to Implement