

Project Management, Project Management

Apart from technological complexity, the difficulty in implementing IT projects depends on the number and variety of people involved. All IT projects have a component of innovation, as well as adaptation to company development, and it is appropriate to learn how to assess and master these, whilst depending on efficient methodologies.

Seminars

[Project Management overview....](#) (p6)

Hands-on courses

[PMI, Project Management overview....](#) (p2)

[Scheduling and Monitoring Projects....](#) (p4)

[Multiprojects Management....](#) (p8)

Hands-on courses , 5
day(s)
Ref : PPC

Participants

Everyone whose function is project management. Everyone who wants to be PMP or CAPM certified.

Pre-requisites

Good knowledge in project management tools and techniques. Project management experience and good level of English for the PMP examination. Candidates should look at the PMP eligibility conditions on the PMI webpage (www.pmi.org).

Eligible DIF

PMI Project Management, overview

OBJECTIVES

PMI is the world's leading not-for-profit membership association for the project management profession, with more than half a million members and credential holders in 185 countries. PMI worldwide advocacy for project management is supported by PMI globally-recognized standards and credentials, an extensive research program, and professional development opportunities.

1) Introduction

2) Project Management Framework

3) Project dynamics: processes and process groups

4) Domains and techniques

5) Ethics and professional responsibility

6) Advice concerning PMP credentials

Presenter

Frédéric DESOMBRE

He has many experiences as project manager. He worked for Air Liquid during 16 years, including 3 years experience as General Manager (IT) in Singapore. His main fields are Project Management, Project planning, UML users requirement, UML project modeling, Statement of requirements, Change Management. He also has a 18 years experience as instructor. In 2005 he passed the Project Management Professional Certification and is now PMP Preparation course Instructor.

Workshop

Exercises on various tools and techniques are proposed to participants in order to deeply understand the theoretical concepts. Questions are asked at the end of each chapter. Participants will get an electronic version of the PMBOK, "A Guide to the Project Management Body of Knowledge" (4th Edition).

1) Introduction

- Project and project management.
- PMI. Credentials and norms. Normalized definitions.

2) Project Management Framework

- Stakeholders.
- Phases and lifecycle. Product and project. Programs and phases.
- Environmental context.
- Organisational aspect and their impact.
- Knowledge domains. Process mapping.
- Enterprise environmental factor.
- Organizational assets.

3) Project dynamics: processes and process groups

- Initialisation, planning, execution, monitor and control, closing.

4) Domains and techniques

- Integration management. Project Chart, Management plan, Integrated change control, techniques (project selection, benefit-cost ratios, earned value).
- Scope management. Planning, definition and verification, change control. Technique (WBS).
- Time management. Definition, activities, estimation of resources and duration, schedule. Techniques (GANTT, CPM, MonteCarlo).
- Cost management. Estimation, budget, control.
- Quality management. Planning, Quality Insurance and control. Techniques (control chart, Pareto chart, Ishikawa).
- HR management. Planning, Organisation, Acquisition, development, management. Technique (RACI, teambuilding).
- Communication management. Planning, distribution, Report performance.
- Risk management. Planning, identification, qualitative and quantitative analysis, response plan. Techniques (Monte Carlo, Register).
- Procurement management. Planning, contract types, Bid, administration, closing.

5) Ethics and professional responsibility

- PMI's Code of Ethics and Professional Conduct.

6) Advice concerning PMP credentials

- Bibliography.
- How to register.
- How to get prepared for the exam.

- Exam sequence and Types of questions. At the end of each chapter there is a questionnaire. More than 120 questions are asked to participants. Many exercices are proposed during the session. At the end of the week, a session is organised with an exam simulator. The closing session concerns the exam preparation (method, organisation, pitfall).

Hands-on courses , 3
day(s)
Ref : PLA

Participants

Users and IT project leaders.

Pre-requisites

None.

Eligible DIF

Scheduling and Monitoring projects

OBJECTIVES

This course will enable you to master the principal techniques of scheduling and monitoring progress of an IT project. Accompanied by many practical exercises, it includes a case using the computerised tool, MS-Project 2003.

1) Introduction

2) Techniques of planning

3) Monitoring the project

4) Resources

5) Scheduling and monitoring multi projects

6) Ms Project 2003

Presenter

The course is animated by a team having real practical experience in IT project management. It is in particular Chantal MORLEY, author of the book "Management of information system projects" (Dunod 2002), lecturer at INT, and Jean HUGUES and Bernard LEBLANC, directors & partners within DELF company's and co-author with Chantal MORLEY, of the book "RAD: a method to develop faster" (Dunod) and "UML, for IT analysis" (Dunod 2002).

Exercise

Each section is illustrated by practical exercises and/or case studies.

1) Introduction

- Definition of a step project. Characteristics of IT projects. Positioning scheduling and Monitoring work in the project process.

2) Techniques of planning

PERT Network

- How to represent the constraints of schedule analysis in tasks: the types of links, leads and lags, the earliest and latest dates, free float, total float, the critical path.
- How to optimize a PERT network.

The bar chart (Gantt diagram)

- How to represent the constraints associated with the resources. Calendar ASAP, at the latest, improved. Levelling or how to decrease the number of parallel paths. Smoothing to optimize the use of resources.

3) Monitoring the project

The Dashboard of the project Manager

- Basic elements, the activity reports, the follow-up reports of progress.
- KPI, Indicators of: progress, load factor, speed and performance.

The management report of the project

- Progress of work packages, evolution of the remaining loads. Economic indicators: BCWS, CBWP, ACWP.
- Analysis and responses to risks: the organization, project leader and steering committee, the project triangle.
- Organization of monitoring: the individual monitoring and project monitoring.

4) Resources

- Identification of the necessary human and logistic resources: types of actors.
- Association task/resource, the reservation and assignment.
- Valuation of resources in costs: Identify and manage costs: from the proposal to budget.

5) Scheduling and monitoring multi projects

- The justification of a sub-projects breakdown.
- Presentation of the standardized project breakdown: PBS, WBS, OBS.
- Inter-projects Schedule Constraints, shared resources.

Workshop

The case study previously treated is broken-up into sub-projects.

6) Ms Project 2003

Interfaces

- Tables, views, filters and diagrams. How to personalize the interfaces.

Basic elements

- Tasks, resources, constraints. The relations work-unit-duration. effort or time driven. Hammock activity. Presentation of the resources audit procedure.

Monitoring

- Presentation of follow-up procedures starting from the activity reporting. Analysis and treatment of results: production of indicators.

Collaboration

- Data entry of information by the resources and consolidation in MS Project by the Project Manager. Principle of operation of MS Project Server: main functionalities.

Multi-projects

- Multi-projects Management with MS Project, main project and sub-projects, shared resources files. Consolidated projects and projects components. Why and how to link projects. How to carry out updates. Roles of the project Manager and the assistant managers of the projects.

Seminar , 3 day(s)
Ref : MAP

Participants

This seminar is aimed at junior project leaders who wish to learn more about all the aspects of their job and increase their level of performance.

Pre-requisites

Knowledge in computing.

Eligible DIF

Project Management, Overview

OBJECTIVES

Managing an IT project requires pragmatic management know-how, and knowledge of tools and techniques. For each of these topics, this seminar provides a step-by-step approach of the techniques and rules actually employed. Based on recognized good practices, it proposes effective responses to the main requirements of projects (controlling costs, time scales and quality) and positions the project leader's role in the company.

1) IT projects

2) Leading an IT project

3) The key points for leading an IT project

4) Basic management techniques

5) Managing sub-contracting

6) The project leader, project manager

7) Managing projects in the company

Presenter

Daniel MAHE

Project manager and consultant, he has developed and led software developments in the research and industrial sectors before directing large IS management and out-sourcing projects. He is especially interested in risk management techniques, and has assisted large ISDs in changing their project management procedures and methods.

1) IT projects

Today's IT projects

- The findings, the recognised good practices.
- Adapt the project management to the company's maturity level (CMMI).
- Success criteria: identify them, validate them and monitor them over time.

The role of the project leaders

- The two aspects of project management: Organising a Project and leading it.
- The required expertise, the nine skills areas.
- The project leader's role depending on the company: manager, administrator, team leader, coordinator.
- Organising your work in practice.

2) Leading an IT project

Managing according to the type of project: the procedures and the rules

- Development and maintenance projects.
- Integration project.
- Package implementation.
- Rollout project.
- The project procedures.

Project start-up

- Analysing a project: business cases, value analysis, ROI or added value.
- Preparing a Project Plan: choosing and implementing processes and rules.
- Determining the Quality factors and the related Quality measurements and means.

Operational control

- The four reserved fields: project management, external communications, production control and decision-making.
- The decision-making process: identifying the decision point and considering the action plans.
- Decision-taking by a project committee.

The end of the project

- Know how to hand over to the Production, Support or Maintenance services.
- Finishing a project "on time": indicators and rules.
- Handling the staff departures.
- The project reviews and capitalising on experience.

3) The key points for leading an IT project

Controlling risks

- One constant, uncertainties, risks, inaccuracies, elements to be managed, a "Risk Manager" attitude.
- The risk management process, reduction strategies.
- The Project Risks dashboard.
- Managing information about the project.
- The procedure for managing upgrades, its sizing and its implementation. Know how to include an "Upgrades" budget.

4) Basic management techniques

- Estimation
- Scheduling.
- Starting-up and controlling the work.
- Project monitoring and control.

5) Managing sub-contracting

- The legal framework: obligations of means and obligations of results, the rules of sub-contracting.
- The contracting authority - general contractor relationship: the basic rules.
- Defining a fixed-price job.
- Technical and contractual monitoring of the service provider.
- The delegation of staff.

6) The project leader, project manager

Managing teams

- Structuring teams: building an organisation chart, integrating staff.
- Managing from a distance, rules and practices.
- Meeting performance.
- Managing everyone taking part in the project.

7) Managing projects in the company

Transverse projects

- The stumbling blocks of transverse projects, leading without hierarchical power.
- Know how to involve the divisions of the company in your project.
- Know how to challenge a participant from another division.
- The case of multi-site projects and using remote-working tools.

Project communications

- Analysing communications: break with closed practices.
- The rules for good communication.

Managing change

- Analysing changes and defining a change management plan.
- Identifying help and hindrances, implementing management tools.

Project management by the company

- Maturity levels in integrated project management.
- "Projects Portfolio Management", the strategic alignment of projects. Overall management of Project investments. COBIT rules.

Hands-on courses , 3
day(s)
Ref : GMP

Participants

Project leaders, persons in charge for services having to carry out several projects, people implied in the support or the control of several projects (Steering committees), persons in charge or members of Project Management Office.

Pre-requisites

Goods Knowledges in project management. Experience required in company's projects.

Eligible DIF

Multi-projects Management

OBJECTIVES

When in a firm the projects and actors are numerous, it becomes imperative to set up a specific and clear project management. This course addresses this topic and shows how to plan, to establish the roles and the responsibilities for each project, and how to arbitrate and communicate. At the end, you will be autonomous in multi-project management.

[1\) Introduction](#)

[2\) Aligning strategy, economy and projects](#)

[3\) Standardising methods](#)

[4\) Defining the roles, organising the teams](#)

[5\) Project Management Office \(PMO\)](#)

[6\) Establishing a Schedule Baseline](#)

[7\) Setting up the Budgets, the Resources](#)

[8\) Monitoring the projects work progress, schedule change](#)

[9\) Behaviours in a team](#)

[10\) Deciding in Multi-projects environment](#)

[11\) Being productive in Multi-projects](#)

[12\) Communicating in multi-projects](#)

[13\) Multi-projects Dashboard](#)

1) Introduction

- Pedagogy - the program.
- The challenge to work in multi-projects.

2) Aligning strategy, economy and projects

- Apprehending the strategy of the firm.
- Positioning each project compared to the strategy.
- Classifying projects within the firm.
- Selecting projects.

3) Standardising methods

- "The Customers" of the multi-projects management system.
- The system Objectives: adequacy load/capacity, costs and time scale monitoring.
- Defining management levels: granularity.
- Programs, projects, actions, except projects work.
- Structuring Projects: phases, milestones, work packages, activities, and deliverables.
- Standardising calendars, the categories of costs, resources.

4) Defining the roles, organising the teams

- Portfolio of projects.
- Various types of projects organizations.
- Clarifying roles and contributions in the projects.
- Finding synergies between projects.

5) Project Management Office (PMO)

- Its mission, its responsibilities.
- Its composition.

6) Establishing a Schedule Baseline

- The Multi-projects strategy map.
- A three levels planning system - strategic planning - project planning - department planning.
- Exchanges between levels.
- Working out the Schedule Baseline.

7) Setting up the Budgets, the Resources

- Step of budget estimate.
- Establishing the activity resource estimate (workload).
- Knowing the capacities.
- Adjusting the adequacy of resources workload/capacity
- The planning process of medium-term and long term.

8) Monitoring the projects work progress, schedule change

- Monitoring status and progress of times and costs performance.
- Earned value, estimate to complete, variances, forecasted completion.
- The monthly update process.
- The quarterly update process.
- Management of planning change: to analyze the impacts.

9) Behaviours in a team

- Building and organising the teams.
- Planning Obstacles.
- The internal consensus and commitment related to the schedule.
- Risks Analysis.
- The unavailability of the resources.
- Solidarity.

10) Deciding in Multi-projects environment

- Steering Committee Procedure of the Multi-projects.
- Analysing the demand and its evolution.
- Analysing supplies status and forecasts.
- Integrating financial, work load, and commitments topics.
- Analysing and classifying Risks.
- Analysing competing solutions: Multi-criteria's choices table.
- Preparing decision of the Steering committee.
- Ensuring decision's traceability: to justify choices.
- Prioritising projects.

11) Being productive in Multi-projects

- The myth of man/month.
- Sources of waste of time.
- Organising oneself in multi-projects context.
- Preserving balance between projects.
- Motivating stakeholders.
- Optimising resources allocation: the point of view of the functional manager of the department.

12) Communicating in multi-projects

- Setting up the communication: what to communicate, to whom to communicate, how to communicate.
- Optimising and harmonising the communication modes: meeting, email, phone call.

13) Multi-projects Dashboard

- Keys for Dashboard development.
- Project Dashboard. Multi-projects Dashboard.
- Improving oneself practice with the Quality Dashboard.

Workshop

- *CONCERTO Micro-project: This is a multi-projects environment to model the operation of a company and to exempt a rich teaching through an enterprise game. The workshop proposes a simulation of a company organised by projects. Three teams symbolizing the departments of a company must each one carry out some concrete tasks representing the projects. Each participant is, in turn, pilot of a wallet of projects and is charged, with his team to take into account a framework of constraints (objectives, means, time...), to steer the projects of its department. Meetings of projects team and the steering committee allows coordinating actions at various levels. - Synergic exercises: these exercises make it possible to evaluate the attitudes, values, motivations and points of view, at personal level and in teamwork. - Diagnosis exercises: these exercises make it possible to be on a behaviours scale, values or psychological typology. - Case studies: they describe a real context which it is necessary to analyse in order to propose adapted solutions. - Problems solving: this analysis, carried out in group, makes it possible to qualify the problems and to implement a cause / effect study.*