

Managing Information Technology Projects

Course Length: 3 Days

3 Day Workshop

Course Description:

In today's dynamically changing business environment projects are initiated under tighter budgetary, resource and time constraints than ever before. This seminar focuses on the core project management skills required to manage an Information Technology project and will provide the attendees with proven "real life" tools and techniques applied to an IT Project case study.

Attendee Profile:

Information Systems Project Leaders, Team Leaders, Project Managers, Line of Business I.S. Coordinators, who are responsible for the delivery of projects in a cross-functional environment.

Course Goals:

- Develop a foundation in core project management concepts.
- Apply core project management concepts to managing an information technology project.
- Discover and apply project management tools and techniques applicable to each phase of a System Development Life Cycle (SDLC).

Course Outline:

Unit 1 – Introduction

Course Goals

Student Introductions
Class Objectives
Class Materials
Class Norms

Unit 2 – The Project Management Framework

Project, Program, Project Management, Portfolio Management
Challenges with IT projects
The Triple Constraint
The role of the Project Manager
Project Phases and Life Cycles
PMBOK Guide Processes

Unit 3 – Concept Phase

Business Case for the project
Stakeholder Analysis
Project Initiation – Project Charter
Assumptions and constraints
Project Scope Statement
Rolling Wave Planning

Unit 4 – Analysis Phase

Planning Processes
Project Management Plan
Project Scope Management Plan
Requirements Analysis
Configuration Management
Work Breakdown Structure (WBS)

Unit 5 – Design Phase

Developing the schedule
Defining Project Activities
Activity Sequencing
Activity Duration and Resource Estimating
Estimating techniques
Critical Path Scheduling
Schedule Compression
Resource Leveling
Developing the Project Budget
Cost Reserves
Quality Planning
Communications Planning
Project Risk Management
Risk Identification, Assessment, Response Planning
Procurement Planning
Performance Measurement Baselines

Unit 6 – Build Phase

Project Execution
Information Distribution
Quality Assurance
Project Team Development

Unit 7 – Test Phase

Project Monitoring and Control
Performance Reporting
Quality Control
Risk Monitoring and Control
Issues Management
Change Control

Unit 8 – Deploy Phase

- Gaining Customer Acceptance
- Transitioning the deliverables
- Project Documentation
- Transitioning team members

Unit 9 – Project Closeout

- Project Closing processes
- Contract Closure
- Administrative Closure
- Lessons Learned

Course Exercises:

This seminar uses the context of an IT project case study to allow the participant to practically apply the tools and techniques covered in the class. Using this case study, the participants, working in teams, will work on the following exercises:

1. Why are IT projects challenging?
2. Why is there interest in project management?
3. Choose an appropriate Life Cycle
4. Using the PMBOK Guide
5. Perform a Stakeholder Analysis
6. Create a Project Charter
7. Create a Project Scope Statement
8. Review a Project Scope Management Plan
9. Perform Requirements Analysis and Prioritization
10. Create a Work Breakdown Structure (WBS)
11. Develop an Activity List
12. Create a Project Schedule Network Diagram
13. Estimate Activity Durations and Resources Required
14. Develop the project schedule and identify the critical path
15. Compress a project schedule
16. Develop a high-level project budget
17. Define Project and Product Quality
18. Review a Project Quality Management Plan
19. Create a Project Communications Management Plan
20. Identify project risks
21. Assess project risks previously identified
22. Develop risk responses
23. Determine variance from a project plan
24. Make a recommendation for dealing with project variances
25. Perform Change Control
26. Perform Project Closeout