

THE SENIOR PROJECT MANAGEMENT COURSE

Seminar 121

Seminar Overview

Only for experienced project managers, this 4-day seminar examines advanced project and program management techniques. This seminar builds on the basics to ensure success for even the largest and most risky projects and programs.

Project scope management and stakeholder analysis work continues to improve across the project and program management discipline. Learn the newest tools and technologies for handling stakeholders, developing Muda-Free Zone™ project scope statements, and building quality into your project.

Learn the newest technologies for project planning, estimating, and scheduling. Discover how queuing theory, the Theory of Constraints©⁴, and GERT can help you develop solid, reliable, yet highly efficient projects and programs. Discover how to select vendors and write contracts for the mutual benefit of both the program team and the vendor.

Continue your development with advanced program risk and uncertainty analysis. Learn strategies for handling uncertainty, discover the network affects of project risks, and discover advanced methods for identifying and qualifying project and program risks.

Finish your advanced training with technologies for developing a continuous improvement plan for program management. Based on advanced business process management and the SEI CMMI levels 2 and 3, the module shows how to establish goals for program management, identify metrics to benchmark and track the progress of your improvement plans, and develop strategies for root-cause analysis.

All Ally seminars include individual and group exercises to reinforce learning and practice new skills; open, interactive discussions to encourage the exchange of ideas and concepts; and employ adult learning theory to ensure the attendees get the most out of their experience.

This seminar incorporates:

- Modern Adult Learning Theory
- Muda-Free Zone™² Technology
- PMBOK© Guide² Aligned
- Developed by PMP¹s & AMA³-Certified Trainers

Who Should Attend

This seminar is intended for experienced and well-trained project managers running medium-to-large scale and cross-functional projects.

Project Team	Management	Disciplines
✓ Advanced Project Managers	Senior Managers	✓ Technical
✓ Project Managers	Business Analysts	✓ Non-Technical
Architects & Group Leaders	✓ PMO/Project Specialists	✓ Pharma/Biomed
Developers and Staff	Functional & Line Managers	✓ IT

What's Covered

- Advanced project scope definition
- GERT (Graphical Evaluation and Review Technique)
- Risk and uncertainty analysis and management
- Requirements traceability
- Critical Chain
- Queuing theory and its application in large-scale programs
- Muda-Free Zone™ program management
- Procurement and vendor management
- Advanced estimating techniques
- The Theory of Constraints
- Advanced work package definitions
- Monte-Carlo analysis
- Delphi technique
- Earned value as a program improvement tool
- Metrics to track the progress of the project and of project management
- Defining and continuously improving program management

Your Benefits

- Develop solid project plans for even the most challenging projects
- Improve risk management throughout the project life cycle
- Reduce staff workload while increasing productivity
- Build quality into your project
- Track projects with solid metrics, not with speculation
- Handle difficult vendors
- Improve estimates for risky or challenging plans
- Balance resources and constraints across multiple projects
- Reduce schedule risks using advanced, proven techniques
- Accurately report progress even on complex and risky projects
- Improve stakeholder communication and involvement

SEMINAR SYLLABUS

Day 1

1. A Solid Foundation

We start by reviewing our basic understanding of projects and programs. During this review, we highlight those areas that are critical to successful project management. We introduce the project maturity models and show how an organization progresses in its project and program development. Finally, we introduce the latest models for program success.

- The foundation - what's important and what's not
- Project management maturity models
- Critical foundations needed for advanced technology
- Advanced project models of success

2. Advanced Project Scope Definition

We start this module by expanding our understanding of the project scope statement. This includes such concepts as requirements traceability, product definition, and business risk analysis. Learn techniques for determine the true value of a project, including updated financial techniques. Muda-Free Zone™ technology locks in project quality at the beginning of the project, ensuring efficiency and client satisfaction.

- A true perspective of project scope
- Muda-Free Zone™ project scope definition
- Developing a business case and project charter
- Requirements traceability
- Prioritizing and justifying projects

Day 2

3. Advanced Planning Techniques

Advanced planning techniques include Graphical Evaluation and Review Technique (GERT) permitting looping and branching in your project plans. Muda-Free Zone™ technology enhances work package definitions to ensure quality is built into the project plan. Learn advanced planning techniques designed to

- The Muda-Free Zone™ project plan
- Complete work package definition
- GERT - Adding decisions and loops to your project plan
- Advanced planning analysis and decision trees
- Building quality into the project plan

SYLLABUS (CONTINUED)

4. Advanced Estimating and Scheduling Techniques

In this module, we fine-tune our understanding of probabilistic and deterministic estimating models, including top-down, bottom-up, and middle-out. We expand our understanding of parametric and analogous models and develop and understanding for those hard-to-estimate projects and early project estimates. We then explore the advancing project schedule and resource development techniques, including Critical Chain and queuing theory.

- Deterministic vs probabilistic estimating
- Estimating technologies
- Early estimates and estimating risky projects
- Critical chain and the Theory of Constraints©
- Improving resource utilization using queuing theory

Day 3

5. Procurement and Vendor Management

Discover the secrets to simply and reliable vendor selection and management. First, learn the procurement model to establish a program procurement plan. Learn different styles and techniques for selecting vendors that meet your needs. We then review different types of contracts and their affect on vendor and project manager's risks and reward systems. Finally, we examine how to manage the vendors during execution.

- The make or buy decision
- The procurement model
- Vendor selection methods
- Contract types, vendor and purchaser's risk and rewards
- Managing vendors during program execution

6. Advanced Risk and Uncertainty Management

In this module, we explore advance project risk and uncertainty management., including strategies for handling uncertainty, advanced identification, qualitative and quantitative analysis. You will see demonstrations and practice nominal group technique for quickly identifying and qualifying project risks. Discover both the practical and the professional applications of the Delphi technique for risk management. Learn how the project network diagram affects project risks.

- Early project risk identification
- Risk vs Uncertainty
- Using Nominal Group Technique for risk identification and quantification
- The Delphi technique applied to project risk management
- Network effects on project risk management
- Monte-Carlo analysis
- Risk prevention and mitigation

SYLLABUS (CONTINUED)

Day 4

7. Improving Project and Program Management

Designed to aid organizations in their quest for CMMI level 2 and 3, this module examines the whole of project management and develops concepts for managing, tracking, benchmarking, and improving project management. Learn the concepts of process definition as it applies to a program environment. Learn to develop metrics to accurately track the process of your projects without speculation or political influence. Conduct root-cause analysis on projects using earned value. Finally, we develop a project management scorecard to establish goals and benchmarks for improving project and program management.

- The continuous improvement cycle
- Measuring success
- Using earned value as a program improvement tool
- Developing a program management scorecard

8. Summary and Final Review

Seminar Logistics and Pricing

Prior to your seminar, Ally will conduct a phone Training Assessment Meeting (TAM). This meeting will review the seminar content to ensure you get the most out of your training experience. Ally can adjust seminar content and materials to meet specific needs, usually at no extra cost.

Duration: 4 Days	Prerequisites: Ally 113 + 2 Year exp.^a
Max Attendees: 20	PDU's: 24
All Ally seminar fees include travel for the seminar leader inside the continental US, attendee's seminar materials, TAM, and most customizing. Client is responsible for room, chairs and tables; snacks; audio/video equipment; flip-chart stands and pads as required. Allibus corporation is not a PMI registered provider, however this seminar is eligible for PDU's. Enter your PDUs under category 4. Ally will provide proper documentation upon successful seminar completion.	

a. Formal training (Ally 113 or equivalent) plus 2 years experience in formal project management.

1. PMBOK Guide, PMI, PDU, and PMP are registered trademarks of the Project Management Institute.
2. Muda-Free Zone and Activity Threading are trademarks of Allibus Corporation
3. AMA is the American Management Association, International
4. Theory of Constraints developed by Eliyahu M. Goldratt.

