

PROJECT MANAGEMENT



 **BTS**
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Managing Multiple Projects

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Managing Multiple Projects

Introduction:

Managing multiple projects that start and end at different times can be difficult. Projects often have to be prioritized and shoehorned into an annual budget with limited resources to manage the projects. An integrated approach is required to optimize the use of resources and predict resource requirements and expenditure accurately.

This one-week programme will enable the delegates to manage unrelated projects that draw upon common resources and/or the variety of projects producing an integrated outcome blending common resources and dissimilar contributors.

Three principles of project integration are reviewed. They are:

- The application of consistent project management methodology
- The establishment of a 'project office'
- The use of the correct tools for effective management of projects
- An integrated approach is demonstrated using the Critical Path Method (CPM) and Earned Value Method (EVM) to accurately plan, schedule and track progress and costs against the planned budget across multiple projects.
- Progress reporting can be tailor made for all levels of the organization using a single source of data to ensure all are working together towards the common goals.

Methodology

This interactive Training will be highly interactive, with opportunities to advance your opinions and ideas and will include;

- Lectures
- Workshop & Work Presentation
- Case Studies and Practical Exercise
- Videos and General Discussions

Certificate

BTS attendance certificate will be issued to all attendees completing minimum of 80% of the total course duration.

Who Should Attend?

This programme is designed for all levels of project staff who must work in an environment where they manage multiple projects, as well as programme managers and supervisors who work with managers of both related and unrelated projects, and who compete for resources within or outside the performing organization. It would benefit anyone working on projects that require owner and provider project managers to work closely together, effectively utilizing participants who have concurrent project assignments, and integrating projects or sub-projects in diverse industries, with varied professional development processes. Delegates will gain confidence in the ability to plan, schedule and staff projects for high quality and performance in turbulent circumstances.

Course Objectives:

To provide practicing project managers, program managers, technical leaders and owner/sponsors with skills and knowledge to successfully manage concurrent projects

Delegates will learn how to:

- Determine the resource requirements for a number of concurrent projects
- Control the annual investment budget for a number of projects so as to prevent a large over or under run at the end of the financial year
- Manage the inter-project relationships

Programme Outline

DAY 1

Reviewing Key Areas of Project Management Related to Multiple Projects

- Defining projects & project management, programs & program management
- The project life cycle
- The five project management process groups
- Nine key areas of the Project Management Body Of Knowledge (PMBOK)
- The triple constraint
- Three principles of integrating projects
- Project management maturity models
- Three types of multiple project management
- Project perspectives: Owner vs contractor

Selecting & Prioritizing Projects

- Aligning project objectives with corporate strategy
- Project development environments
- Project definition & strategy
- Strategic management process
- Project Portfolio Management system
- Project selection, categorization & prioritization
- Project investment appraisal techniques
- Project ranking methods
- Mutually exclusive projects

DAY 2

Integrating the Contract Management Process

- Range of contract types and risk management
- Selection of the type of contract for work to be carried out
- Integration issues
- Defining the contracts to be placed
- Bidding process
- Contract documents and contract administration

Managing Intra & Inter Project Risk

- Purpose of project risk management
- Risk Management Planning
- Risk Identification
- Risk Assessment & Quantification

- Risk Response Planning & Control
- Documentation
- Inter project risk issues

DAY 3

Implementing a Multiple Project Program

- Project governance : The project office
- Project planning and scheduling
- Transitioning from management of individual to multiple projects
- Benefits of integrating a project into a programme
- Work breakdown structure templates
- Project calendars (Project, Staff, Weather)
- Scheduling labour, equipment, materials and people
- Precedence Network Diagramming
- Critical path analysis
- Program Evaluation and Review Technique (PERT)
- Schedule control and progress tracking
- Project time acceleration techniques

DAY 4

Project Cost Estimation

- Types & classification of estimates
- Types of cost
- Estimating methods and steps
- Accuracy & contingency
- Standardized cost codes

Project Cost Management

- Using Earned Value
- Earned Value concepts, terminology and formulae
- Calculating cost & schedule variances
- Reporting
- Integration issues

Managing Change : The Change Order Process

- Elements of change control

- Scope change
- Change management process
- Change request documentation
- Change Order impact on schedule

DAY 5

Validating & Closing Out Projects

- Validation & Audits
- Lessons learned
- Project closeout