

Successfully managing smaller projects

Overview

The aim of this course is to provide an overview of the principles and practice for leading and managing a portfolio of smaller projects in a multi-project / multi-task environment. It presents a range of practical methods and techniques relevant to the smaller project scenario, using exercises and case studies to show how these can be applied.

The scope of the programme includes:

- Key project management concepts
- Project definition and stakeholder management
- Project planning and risk management
- Project control and change management
- Project portfolio management

The course also emphasises the importance of the leadership and team-working skills needed by project managers and team members in carrying out their roles.

Training objectives

The principal training objectives for this programme are to:

- Explain and demonstrate the key principles of successful project management
- Demonstrate a range of useful project management tools and techniques
- Define the role, and help participants understand the skills required by, the project leader
- Provide a structured framework to help participants manage multiple projects
- Identify opportunities to improve project management within the organisation

Audience

This programme is designed for project managers, project team leaders and project technical staff. Participants will typically have a range of experience in managing projects or project activities. The course provides a structured framework for managing projects for those who are newer to this field and a refresher for those who are more experienced.

Format

A thoroughly practical two-day course involving exercises, two case studies, formal presentations and tutor-facilitated discussions.

Special features

To facilitate the knowledge transfer and performance improvement process, we recommend that the programme sponsor both introduce the course and be present for the final session.

For maximum benefit, this programme can be tailored to incorporate internal procedures and practices. This can include reference to methodologies such as PRINCE2™ and the APM's Body of Knowledge.

The expert trainer

John is a highly qualified (BSc, MSc, CEng, MIMechE, MAPM, AMInstP) trainer and independent consultant, specialising in project management and management team development. He has extensive experience of designing and running training programmes and project workshops, facilitating business improvement initiatives and providing consultancy support to help clients improve their project management capability. His clients include leading organisations in engineering,

manufacturing, constructions, retailing, consulting and education. John is also a Seminar Director for Hawksmere and a visiting lecturer at UMIST.

Before setting up his consulting practice in 1990, John gained a broad range of industrial management experience with Ilford Limited, a leading manufacturer of photographic products. Joining the company in 1974 he progressed through technical and team leadership roles to become Manager of Engineering Development in 1980. From 1980 to 1990 his role broadened from managing a portfolio of smaller multi-disciplinary projects to include management of a number of significant business improvement projects.

John's project management experience includes the design and installation of new manufacturing equipment, the development of new products, the improvement of manufacturing procedures, the relocation of offices and staff and organisation restructuring. John has also co-ordinated international project teams and carried out assignments in support of strategic business development programmes.

Prior to joining Ilford Limited, John trained in the automotive industry and gained an honours degree in Applied Physics. He subsequently carried out post-graduate research at Oxford University where he was awarded a Masters degree in Engineering Science.

'I really liked the practical exercises'

'There was certainly a lot to think about'

'John's experience was excellent'

'The group was encouraged to interact very well'

'A very useful course'

'A very worthwhile, productive and enjoyable two days'

Course outline

DAY ONE

1 Introduction (Course sponsor)

- Why this programme has been developed
- Review of participants' needs and objectives

2 Managing smaller projects

- Projects and project management
- Lessons from past projects; the essential requirements for success
- Differences between projects; characteristic project life cycles
- Key issues and challenges of smaller projects
- The multi-project world; project portfolio management

3 Project exercise

- *Syndicate teams plan and manage a small project*
- *Review of the project exercise: What are the keys to successful management of small projects?*

4 Setting up the project

- Getting organised
- Managing the definition process
- Identifying and managing project stakeholders
- Working with the customer to define the scope and agree deliverables

5 Case study 1

- Defining the project scope and deliverables
- Syndicate teams define the scope and deliverables for a typical project

6 Project planning

- The importance and cost benefit of effective planning
- Planning the plan; deciding how detailed a plan to create
- Packaging the work and estimating timescales and costs
- Developing project / resource schedules; setting milestones for control
- Identifying and managing critical path activities

7 Case study 2

- Creating the project plan
- Syndicate teams develop and analyse the project plan

DAY TWO

8 Managing project risks

- Identifying risks to the project outcome, timescale and cost
- Evaluating risks and adopting an appropriate risk strategy
- Defining risk ownership; keeping a simple risk log
- Keeping risk management up to date; staying pro-active
- Integrating planning and risk management

9 Project control

- Managing change, minimising scope creep
- Selecting the data needed to provide early warning of problems
- Monitoring performance easily with 'S' curves and slip charts
- Using trend forecasting to assess true project status
- Running project review meetings

10 Managing a multi-project portfolio

- Understanding the world of multiple projects
- Establishing ownership of project / programme management
- Classifying projects and creating the 'master schedule'
- Defining and applying project lifecycle management
- Resource management: essential pre-requisites and mechanisms
- Project prioritisation criteria and techniques; pain / gain analysis

11 Managing the multi-project team

- Characteristics of small project teams / part-time team membership
- Clarifying line and project management responsibilities
- Implementing effective manpower planning
- Establishing professional working practices in the team
- Developing project management competences in the team
- Establishing team roles and integrating team members

12 Course review and transfer planning (Course sponsor present)

- Identify actions to be implemented individually
- Identify corporate opportunities for improving project management
- Sponsor-led review and discussion of proposals
- Conclusion

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