PM 9
4 days

Modern IT Project Management

This course brings together new technology and modern Project Management techniques to provide an efficient and realistic basis for managing today's projects. The focus is on the practicalities of how to achieve "on time and on budget" delivery of successful product to demanding end-users, using proven tools and methods. Attendees of this course will understand how to select an appropriate software lifecycle, understand "agile" project management techniques, define a build-strategy, perform realistic estimations, produce a working Project Plan, and use the Project Plan to manage the project. Core technologies addressed within the course include OO, UML, Test-tools, Estimation tools, Requirements Management, Acceptance Test design, Inspections, Agile processes and Extreme programming techniques.
The training is instructor-led, with extensive exercises and discussion sessions. The course is likely to be seen as intensive.

Attendees will receive extensive classroom materials, white papers and example project planning documents and estimation toolsets.

Course Objectives
The course covers:

- Project Business Case
- Customer Management
- Software lifecycles – RAD, DSDM, XP, Staged, Waterfall, PRINCE2, SWEBOK
- Work breakdown analysis
- Planning tools (MS Project 2000)
- Estimation and estimation-tools
- Team organisation
- Requirements gathering and management
- Acceptance test design
- Inspections and reviews
- Time management
- Quality Processes
- Configuration Control
- Implementation Strategies
- Risk Management
- Choosing your Management Techniques
- Monitoring Techniques
- Project Planning – Critical Path
- Project Planning – Critical Chain
- Making Best Use of Your Team
- Project Tracking and Control
- Project Review and Closure
- Getting Acceptance

Audience
- Project Managers
- Lead analyst / programmers
- Staff needing a view on IT Project Management issues
- Staff expecting to move into the Project Manager role
- Management wanting to familiarize themselves with current technology.

Prerequisites
- Exposure to software development
- Familiarity with multi-person projects
- Some knowledge of distributed systems

Timetable
Register at 09:00 on day one for 09:30 start. 09:00 start on successive days. Finish at 17:00 each day.

Presentation Style
Lectures, demonstrations, hands-on exercises and group discussions.

Dates and Venues
Refer to *Course Schedules.*

Oak Lodge Consulting Ltd
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Introduction to Project Management

- Project Initiation
- The Business Case
- Sponsor Management
- Customer Management
- Project Manager Toolkit
- Prince2, SWEBOK
- Planning Prerequisites
- Getting to WOW!
- The PID

Software Development Lifecycles

- RAD
- DSDM
- Spiral
- Waterfall
- V-Model
- Staged
- RUP
- Agile Processes
- Extreme Programming
- The CMM

Implementation Strategies

- Low-risk Development
- Quality Processes
- Quality Planning
- Nail Driving
- Inspections
- Reviews
- Four-Eyes
- XP
- Validation & Verification
- Configuration Control
- Check pointing
- Testing and Test Strategies
- Test Design and Automation

Teams and Team Organisation

- Staffing
- Resource Planning
- Roles
- Communication
- Team Approach to Decision Making
- Leadership

Requirements Management

- Good Requirements and how to get them
- Functional Requirements
- Non-functional Requirements
- Assumptions
- JAD, Use Cases Prototypes, Story Boards
- Prioritisation, MoSCoW Rules
- Bunching
- Managing Changing Requirements- Tools and Techniques
- Designing Acceptance Tests

Off-the-Shelf Packages

- Evaluating the Options
- Getting Buy-in
- Managing Updates
- Integration effort

Design Techniques

- OO Design
- UML, Use Cases and Class Diagrams
- Reuse and reusability
- Design Tools, Rose, TogetherSoft, Visio

Dealing with Risk

- Risk Analysis
- Risk Exposure
- Planning for Risk
- Dealing with Risk

Product Delivery and Acceptance

- Planning for Delivery
- Deployment Teams
- Cut-over Techniques and Planning
- Data Takeover
- Graceful Back-out
- Post Project Review
- Acceptance Testing Criteria

Estimating the Task

- Estimation techniques
- Analogue
- Delphi
- KLOCs
- Function Points
- CoComo
- Construx
- "Been There- Done That"
- OO Estimation

Starting to Plan

- Introduction to Project 2000
- Establishing a Project
- Lifecycle Mapping
- Resource Allocation and Scheduling
- WBS, Gantt and Pert Charts
- Critical Path and Critical Chain Planning
- Task Planning
- Reports and Reporting
- Costing

Project Tracking

- Base-lining Your Project
- Progress Monitoring
- Management Techniques
- Critical Path Monitoring
- Time Management
- Monitoring Techniques
- Micro Milestones
- Time Boxing
- Daily Build and Smoke
- When to Re-plan
- Review and Rescheduling
- Customer negotiations
- Recovery techniques

Key Topics Review

- Elements of Planning and Control
- Requirements vs. Acceptance Tests
- Successful Delivery
- Follow-on Business

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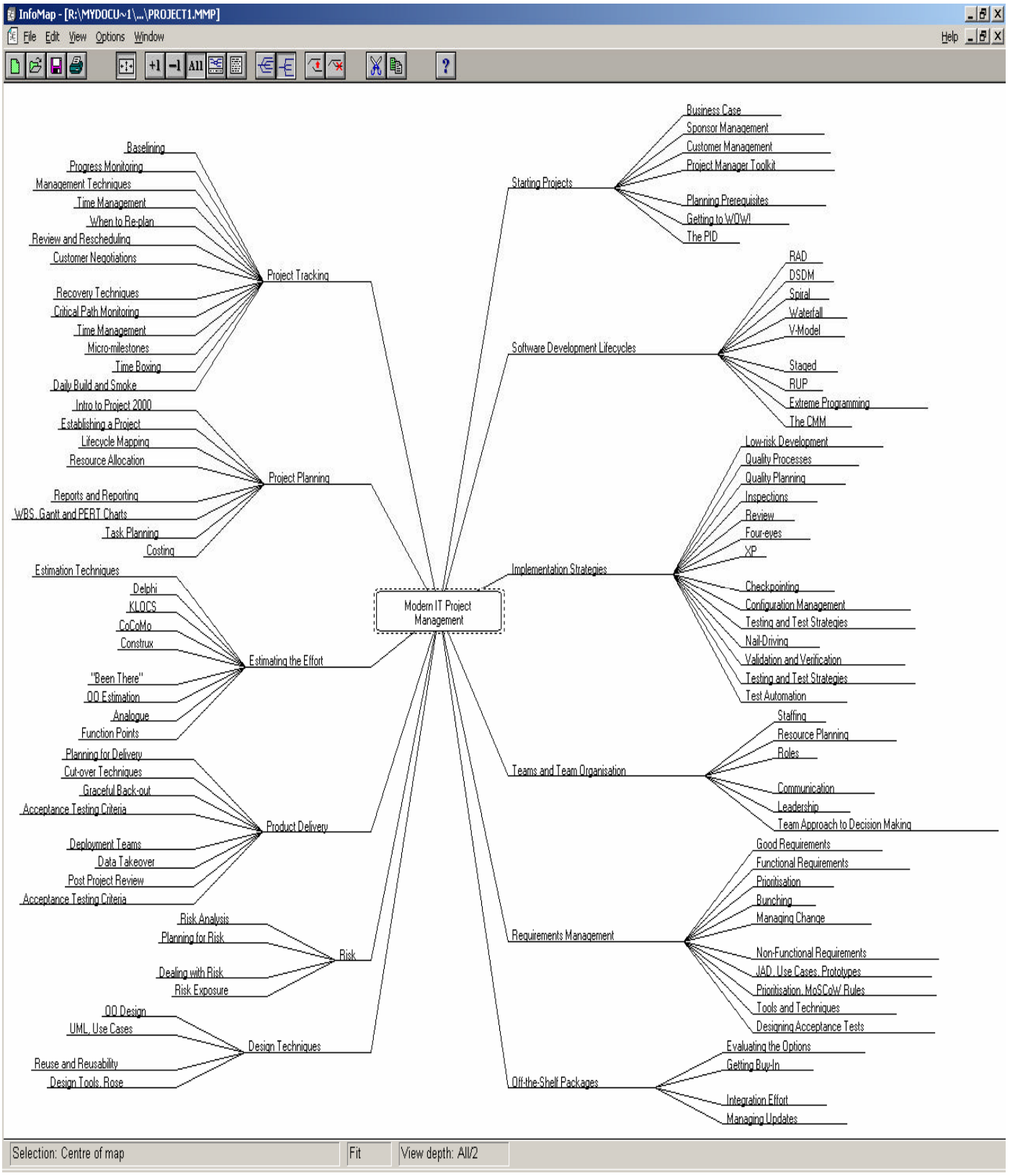

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