

<p>PM26 3 days</p>	<h2 style="text-align: center;">Project Management Master Class</h2> <p><i>This Master Class in Project Management brings together new technology and modern Project Management techniques to provide a 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 modern tools and methods. Attendees of this course will understand how to select an appropriate software lifecycle for their project, 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 topics such as Test design, Estimation techniques, Requirements Management, Acceptance Tests, Inspections, Agile processes and Extreme programming techniques are all presented. Critical Path and Critical Chain techniques are both described and reviewed. Team management is also addressed from the perspective of both the Project Manager and the Project Member. The training is instructor-led, with extensive discussion sessions. The course is likely to be seen as intensive.</i></p> <p><i>Attendees will receive extensive classroom materials, white papers and example project planning documents and estimation toolsets.</i></p>	
	<p>Course Objectives The course covers:</p> <ul style="list-style-type: none"> ▪ Project Business Case ▪ Customer Management ▪ Software lifecycles - RAD, DSDM, XP, Staged, Waterfall and others ▪ Work breakdown analysis ▪ Planning tools (MS Project 2000) ▪ Estimation ▪ Team organisation ▪ Requirements gathering and management ▪ Acceptance test design ▪ Inspections and reviews ▪ Configuration Control ▪ Implementation Strategies ▪ Risk Management ▪ Choosing your Management Techniques ▪ Monitoring Techniques ▪ Making Best Use of Your Team ▪ Project Tracking and Control ▪ Critical Path and Critical Chain Concepts ▪ Getting Acceptance 	<p>Audience</p> <ul style="list-style-type: none"> ▪ 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. <p>Prerequisites</p> <ul style="list-style-type: none"> ▪ Exposure to software development ▪ Familiarity with multi-person projects ▪ Some knowledge of distributed systems <p>Timetable Register at 09:00 on day one for 09:30 start. 09:00 start on successive days. Finish at 17:00 each day.</p> <p>Presentation Style Lectures, demonstrations, hands-on exercises and group discussions.</p> <p>Dates and Venues Refer to <i>Course Schedules</i>.</p>

PM26

3 days

Project Management Master Class

Introduction to Project Management

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

Software Development Lifecycles

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

Teams and Team Organisation

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

Implementation Strategies

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

Off-the-Shelf Packages

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

Requirements Management

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

Dealing with Risk

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

Design Techniques

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

Estimating the Task

- Estimation techniques
- Analogue
- Delphi
- KLOCs
- Fit-to-Price
- Bottom-Up
- Top-Down
- "Been There- Done That"
- OO Estimation

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

Planning and Tracking

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

Project Tracking

- Base-lining Your Project
- Progress Monitoring
- Management Techniques
- Critical Path Monitoring
- Monitoring Techniques
- Micro Milestones
- 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