

HP Education Services Course Description

Advanced Techniques for Enterprise Project Management (HF399)



This course is designed to help you progress to the next level in your career by focusing on your project planning and analysis skills. Discover how to establish and maintain a high performance project environment and how to get the best from project managers. Uncover ways to recognize a project that is in jeopardy so corrective action can be taken. You will focus in depth on the critical issues in project management such as business strategy and economic value added, analyses and evaluation methodologies, establishing a metrics program and critical chain project management.

Audience

- This course is intended for people whose work involves managing multiple ongoing inter-dependent projects. It is especially suited for management-level decision-makers and PMO members
- By successfully completing this course, the participant earns 21 educational contact hours or PDUs which may be applied to meet PMI® requirements for initial or continuing certification

Prerequisites

- Organizational responsibility for managing multiple inter-dependent projects
- Significant experience and formal training in project management

Course title: Advanced Techniques for Enterprise Project Management

HP product number: HF399

Category/Subcategory: Project Management / Advanced Project Management

Course length: 3 days - 21 PDUs

Level: Advanced level of proficiency

Delivery language: Varies by country

To order: You can order this course online at <http://www.hp.com/learn>. At the site, select a country, then choose "registration" or "Book a course" and fill out the online registration form

Course objective

Learn how to:

- Link projects to business strategy
- Build a business case and plan
- Establish a measurement process
- Use problem-solving and decision-making techniques
- Conduct trade-off analyses
- Use the critical chain methodology
- Manage project managers effectively
- Create and maintain an environment for success
- Establish a project management improvement program
- Monitor project status and take corrective action

Benefits to you

- Resolve project conflicts with different techniques
- Implement key success practices
- Implement needed measurement activities

Why education services from HP?

- **One-Stop Shopping**
Project management training from industry recognized experts who bring you PMO Services, Technical IT Training and ITSM/ITIL Training. Worldwide leader in numbers of qualified PMP® certificants
- **Global Training Locations**
State-of-the-art classroom and distance learning facilities at over 80 training locations from Seattle to Singapore that are consistent world-wide. Or setup and deliver training at your location. Localization for all major languages
- **Modular Offerings / Blended Learning**
Need work-sensitive preparation for the PMP® exam, or just review a specific topic? End-to-end delivery choices – traditional ILT, webinars, self paced WBT, Books or a solution customized to meet specific needs – all available globally
- **Engaging, Effective Courseware**
World-class reference materials – real case studies, example projects, individual and group exercises, fun and engaging simulations
- **Expertise**
Highest quality, most experienced instructors who have real world hands-on project experience. Feel safe with HP's award-winning world class service

Next steps

- Other advanced Project Management or Business Leadership courses

Detailed course outline

Day One – Morning

Introduction

- Objectives
- PMI®
- Certificate Programs
- Activity: Introduce Your Neighbor
- Course Plan

Project Management Challenges and Opportunities

- Objectives
- Key Questions for Organizations
- Project Management Definition
- When to Use Project Management
- Activity: Project Management in Your Organization
- Project Management vs. Management by Projects
- Moving Toward an Organizational Focus
- Managing Organizations By Projects
- Group Activity: MOBP
- Project and Business System Interactions
- Triple Constraint
- Evolving Role of the Project Manager
- Old Constraints to New Processes
- Projects are Customer Driven
- Think Like Your Customers
- Individual Activity: Knowing Your Customers
- The Importance of Marketing Savvy
- Crafting for Market Performance
- Customer Focus: A PM Best Practice
- A Balanced Strategy
- Group Activity: Business Systems Approach

Day One – Afternoon

Business Strategy

- Objectives
- The Importance of Strategy
- Projects Link Strategy to Results
- Projects That Lack a Strategic Emphasis
- The Necessity of Understanding Strategy
- Value Creation Process

- Strategy as a Process
- Implications for Projects and Project Managers
- Approaches to Company Strategy
- A Process for Strategic Alignment
- Strategy and the PMBOK® Guide Processes
- Group Activity: Strategy
- Cost of Capital
- Project Selection Process
- Prepare a Cash Flow Analysis
- Time Value of Money
- Present Value and Net Present Value
- Calculating Present Value
- NPV of Cash Flow Analysis
- NPV of EVA
- Group Activity: Present Value
- Projects and Shareholder Value
- Factors That Influence EVA
- Manage Your Projects as if Shareholders Mattered
- The Project and the Project Operating Lifecycle
- Hand out review questions for Day One

Day Two – Morning

- Discuss review questions for Day One and agenda for Day Two

Processes and Business Results

- Unit Objectives
- Six Key Practices
- Processes
- What is a Process?
- PM Process Measurement Metrics
- Responsibilities of Process Management
- Project Management and Process Management
- Measurement Objectives
- Key Characteristics for Metrics
- Establishing Metrics – Improvement
- Measuring Business Goals
- Using Metrics for Results
- Suggestions
- Metrics Examples

- Metrics and the Project Life Cycle
- Group Activity: Establishing a Project Management Metrics Program
- Moving from Problems to Solutions
- Financial Reports
- Cash Cycles
- Analysis Methodology
 - Assess Current Status
 - Use Trend and Variance Analyses
 - Assess Project Conflict
 - Review Objectives
 - Identify Alternatives
 - Conduct Analysis
 - Select/Justify Alternative
 - Management Approval/Revise Project Plan
 - Factors Affecting Trade-Off Analysis
 - Fixed Performance Trade-Offs
 - Time is Fixed
 - Cost is Fixed
 - No Fixed Constraints
 - Weighting Alternatives
 - Management Decision Criteria
 - Financial Results of Best Practices
- Indifference Point General Formula
 - Project Costs and Capital Charges
 - Group Activity: Conducting a Trade-Off Analysis
- Cost Considerations for Project Managers
- Cost Drivers and Cost Management
- Types of Costs
- Other Cost Issues
- Example – Project Income Statement
- Project Return Graph
- Finance and the Project Professional

Day Two – Afternoon

Critical Chain Project Management

- Unit Objectives
- CCPM and the PMBOK® Guide
- Critical Chain Theory
- Theory of Constraints – TOC
- Common Cause Variation
- Aggregation of Variances
- Statistical Laws and Common Cause Variation
- Six Undesired Effects

- Excessive Activity Duration Estimates
- Little Actual Activity Positive Variation
- Failure to Pass on Positive Variation
- Project Delay Caused by Activity Path Merging
- Multitasking
- Loss of Focus
- Critical Chain Planning Process
- Identify the Constraint
- Exploit the Constraint
- Project Activity Estimates
- Project Buffer
- Feeding Buffer
- Project and Feeding Buffers
- Resource Buffers
- Subordinate Non-Critical Chain Paths
- Critical Chain Human Performance
- Estimate Activity Duration at 50% Probability
- Eliminate Date-Driven Behavior
- Eliminate Multitasking Inefficiencies
- Buffer Management – Project Control
- Group Activity: Establishing the Critical Chain
- Multiple Project CCPM
- Scheduling Difficulties
- TOC Application
- Scheduling
- Hand out review questions for Day Two

Day Three – Morning

- Discuss review questions for Day Two and agenda for Day Three

Managing Project Managers

- Objectives
- Executive Responsibilities
- Leadership Challenges in a Project Based Environment
- New Skills for PM Leadership
- Selecting Outstanding Project Managers – Key Competencies
- A Project Manager Selection Process
- Use Core Teams
- Group Activity: A WBS for a Project Executive

- Different Perspectives
- Challenges in Managing Project Managers
- Provide a Leadership Focus
- Roles of the Manager of Project Managers
- The Accountability Trap
- Fostering Empowerment
- Individual Activity: Delegation
- Management Difficulties
- Balancing Competing Demands
- Challenges and Needs
- Scheduling and Resource Allocation
- Resource Allocation Challenges
- Balancing Resource Needs Across Projects
- Group Activity: Multiple Projects Schedules and Resources
- Virtual Team Definition
- Advantages of Virtual Teams
- Challenges with Virtual Teams
- Risks with Virtual Teams
- Group Activity: Responding to Risks and Other Challenges
- Mentoring Virtual Team Members
- Sources of Project Conflicts
- Types of Conflicts
- Conflict Styles
- Resolving Conflict
- Use Conflict to Your Advantage
- Individual Activity: Conflict Management
- Pay and Performance: Some Approaches
- Skill-Based Pay
- Earned Value Performance
- Team-Based Gain Sharing
- Professional Responsibility

Day Three – Afternoon

Predicting Project Success or Failure

- Objectives
- Desired Environment for Successful Projects
- Best Practices
- Key Success Factors
- Project Strategy
- Professionalism

- Methodologies and Procedures
- Successful Organizations
- Create an Environment for Project Success
- Three Key Dimensions
- Group Activity: Moving to a Project-Based Organization
- Definitions – Project Success and Failure
- Priority Problems
- Project Failure Wheel
- Causes of Project Failure
- Group Activity: Project Success
- Monitoring and Control
- Project Controls as a Percent of Total Project Cost
- Management by Exception
- Ask Key Questions in the Planning Phase
- Assist in Project Control
- Examine Variances
- Project Reporting
- Strategic Review of Projects
- Use a Project Audit
- Termination Strategies
- Final Project Reviews
- For Future Success Make Projects a Learning Experience
- Strategy for a Project Management Improvement Program
- Things You Can Do Now

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