TRAINING BROCHURE

Managing complex projects

CANEA

Managing complex projects

Introduction

How do you manage complex projects with many stakeholders, tight schedules, advanced interdependencies, and limited budget targets? How can you use your leadership to motivate your project team to deliver the right quality on budget and on time, while enjoying their work? And how do you create a follow-up and control that creates trust with the clients and good conditions for delivering successful results?

This five-day course offers a comprehensive review of the topics that belongs to the subject Advanced Project Management. The course focuses on tools, approaches, roles, and leadership. The material covered is relevant to projects in all types of organizations but is most applicable in complex environments.

For whom?

This course is intended for those who have several years of experience as a project manager, or have taken basic courses in project management, and want to further develop their skills. The course gives you a deeper understanding of the most important areas of project management.

The course will give you a very broad foundation and aims to make you confident in the use of project management methods and tools.

The aim of the course

The aim of the course is to provide participants with in-depth knowledge of the tools, approaches, and roles that can be used in effective project management.

After completing the course, participants will be able to:

- Understand how to set up an optimal project organization.
- Define and establish project objectives.
- Create realistic project plans that describe activities, dependencies, resources, and time scales.
- Steer towards the objectives.
- Manage changes.
- Understand how high-performance project teams are created and managed.

- Understand how risks should be managed.
- Follow up and communicate.
- Progress against the project plan.
- Close and document projects properly.

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Contents

Project management structures
- Project management model.
- IPMA's ICB.
- PMI's PMBoK.
- ISO 21500 and 10006.
- Project management processes.
- PRINCE2.
- Project life cycles and project models.
- Project maturity.

Project selection and initiation
- Project selection.
- Description of benefits in the form of business case.
- Benefit description in the form of measurable qualitative objectives.
- Life cycle analysis.
- Describing the content and stakeholders of the project directive.
- Defining project objectives and impact objectives.
- Workshop in project directives.

Project organization
- Impact of the business organization on the project organization.
- Defining the main roles and support functions in a project organization.
- Explain how to optimize a project organization.
- How to manage the interaction between project & line, and customer & supplier.

Stakeholders and communication planning
- Identifying stakeholders.
- Communication planning.
- Communication plans.
- Workshop in communication planning.

Requirements management
- Needs analysis.
- Requirements specifications.
- Traceability matrices.
- Workshop in requirements analysis and specifications.

Group dynamics and teamwork
- Describe how you as a project manager can steer the group towards the desired characteristics.
- PPL – The Project Psychology Loop

Project scope
- Scope, scale, performance, quality.
- Work Breakdown Structure (WBS).
- WBS, OBS and CBS.
- Responsibility matrices.
- Workshop: WBS.

Time planning
- Network plans and GANTT schedules.
- Dependencies.
- Durations.
- Critical line and gaps.
- Critical path, crashing and fast-tracking.
- Critical chain.
- Workshop: Time planning.

Resource management
- Resource balancing.
- Resource plan.
- Assessment and calculations.

Costs and costing
- Project economics.
- Assessment and estimates.
- Project budget.
- Workshop: Resource planning and budgeting.

Negotiation techniques
- Mutually beneficial deals.
- Best alternative to a negotiated solution.
- Negotiation techniques.
- Workshop: Negotiation.

Risk management
- The risk management process.
- Risk identification.
- Risk analysis.
- Risk response planning.
- Risk monitoring.
- Calculation of the risk buffer.
- Workshop: Risk analysis.

Project management and motivation
- Situational project leadership – Self-awareness and leadership.
- Motivation factors.

Follow-up
- Baseline plans.
- Reporting.
- Visual follow-up.
- Project meetings and steering group meetings.
- Workshop: Project meeting.

Earned value methodology
- Review of the Earned Value Management (EVM) methodology.
- Workshop: Earned value methodology.

Deviations and changes
- Deviation management.
- Change management.
- Workshop: Case management.

Handover and closure
- Ideal closures.
- Handover and acceptance.
- Evaluation of project objectives.
- Evaluation of the management and governance process.
- Lessons learned.
- Dissolution of project teams.
- Workshop: Handover and closure.

Impact monitoring
- Qualitative and quantitative monitoring of project benefits.
- Follow-up of the business case.
- Workshop: Evaluating impact objectives.

Investment appraisal & business case
- Techniques for deciding at a strategic level which projects to undertake.

Program

Day 1
09.00-17.50
- Introduction.
- Project management structures.
- *Coffee*
- Structures for project management, cont.
- Starting a project.
- *Lunch*
- Workshop: Selecting a project.
- Workshop: Project directives.
- *Coffee*
- Project organization.

- Stakeholder management and communication planning.
- *Fruit time*
- Workshop: Communication plan.
- Summing up and closing.
- 1 hour of self-study.

Day 2
08.00-17.50
- Review of day 1.
- Requirements management and configuration management.
- Workshop: Needs analysis and requirements specification.
- *Coffee*
- Project team development.
- Project scope – WBS.
- *Lunch*
- Workshop: WBS.
- Project scope.
- Time planning.
- *Coffee*
- Workshop: Time planning.
- Roles in project teams.
- Summing up and closing.
- 1 hour of self-study.

Day 3
08.00-17.50
- Review of day 2.
- Roles in project teams, cont.
- Workshop: Belbin.
- *Coffee*
- Resource management.
- Assessment and costing.
- Workshop: Resource planning and budgeting.
- *Lunch*
- Negotiation.
- Role play: Negotiation.
- *Coffee*
- Workshop: Risk management.
- *Fruit time*
- Workshop: Risk management.
- Summing up and closing.
- 1 hour of self-study.

Day 4

08.00-17.50

- Review of day 3.
- Workshop: Risk management, cont.
- Project management.
- *Coffee*
- Motivation.
- Follow-up.
- Earned Value Management – EVM.
- *Lunch*
- Workshop: The Earned Value Management
- Feedback.
- *Coffee*
- Role play: Feedback.
- Deviation and case management.
- *Fruit time*
- Workshop: Deviation and case management.
- Summing up and closing.
- 1 hour of self-study.

Day 5

08.00-16.00

- Review of day 4.
- Handover and closing.
- Workshop: Handover and Closure.
- *Coffee*
- Impact monitoring.
- Workshop: Evaluating impact objectives.
- *Lunch*
- Individual action plan.
- Summary of the course.
- *Coffee*
- Test.
- Closing session.

Workshop

The theory sections of the course are mixed with several different workshops. These workshops are carried out in groups under the supervision of the lecturers.

Course certificate

A certificate of attendance will be issued for participation on all days of the course.

Course material

The course material consists of a binder in which the different lectures are documented in detail. It is detailed enough to be used as a reference in daily work.
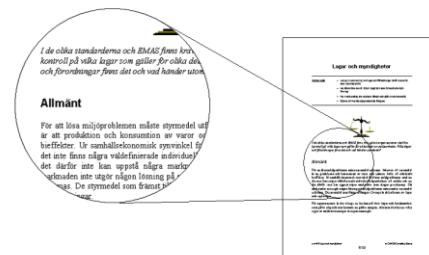
Our goal is to always offer the best training material on the market.

The lecturers

The course is given by lecturers with good pedagogical skills and expertise in project management. All lecturers have extensive experience in project management work and contribute with examples from real situations.

Course fee

The price per participant is specified in the training calendar. The price includes full course documentation, lunch, plus morning & afternoon coffee.
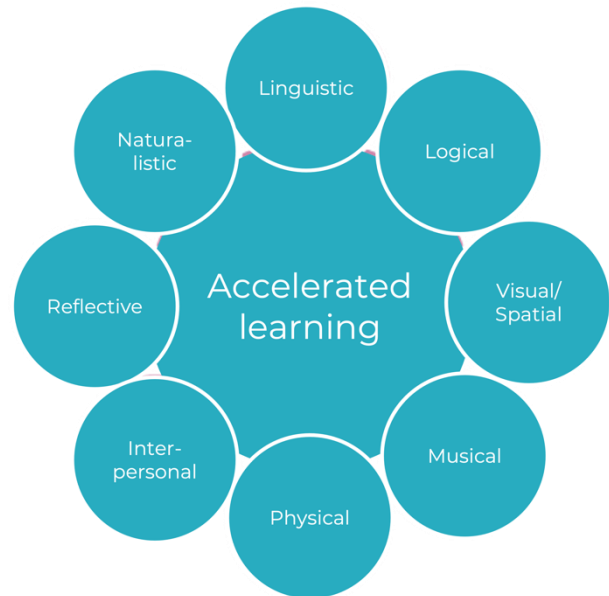
Our training methodology

We run both open and in-house training courses. Knowledge is the basis for fact-based decisions and a prerequisite for engaging management and staff. Knowledge is part of our approach to changing behavior. Simply providing information is seldom enough to make people act differently.

The staircase model for information transfer and processing of values and attitudes

We complement the information with methods to address the values and attitudes of the participants. Through well-thought-out workshops, we go through all stages of the learning process. In in-house training, we often use the staircase model (see picture above) with training in the company's own operations and follow-up.

To further customize the training, company visits and consultations with our experienced consultants often precede in-house training. Part of our strength is that we can offer a complete solution for each company's training needs, from operator level to senior management. Our training courses are based on best practices from practical work in companies, where the lecturer provides many real-life examples. This is combined with a theoretical foundation.

The Accelerated Learning methodology, which involves stimulating learning with all the senses, is widely applied. The training group should consist of a maximum of 20 people, which gives the lecturer the opportunity to activate all participants in discussions. By alternating theory with activities and workshops, participants are given the opportunity to apply what they learned, which facilitates learning.

Contact us for more information:
Tel. 010-459 00 11
www.canea.com
utbildning@canea.se

CANEA –
lasting success

There are three key factors for a successful change process: Competence to create and drive the change. IT systems that control and support it properly. And relevant know-how among your employees to maintain it over time. We are unique in bringing these three factors together in an integrated offering. This is a key reason why we have been able to deliver great results to hundreds of customers over the past 20 years.

CANEA ONE – an integrated software suite

CANEA ONE is a comprehensive software suite for effective business management. The system enables control, implementation, monitoring and improvement of the business thanks to a fully integrated management of strategies, projects, processes, cases and documents.

CANEA Document
A document management system that creates order. Ideally managing an integrated management system.

CANEA Workflow
A case management system that allows you to design, deploy and monitor all types of workflows in a single solution.

CANEA Project
A comprehensive and easy-to-use project, portfolio, and resource management system supporting all aspects of project activities.

CANEA Process
An effective solution for modeling, communicating, collaborating, and improving business processes.

CANEA Strategy
Enables strategy activation through smart features such as goal decomposition, communication, and visualization.

CANEA Management – making your organization better

Our experience from numerous assignments shows that there are valuable opportunities for improvement in every organization. To meet increasingly stringent requirements, it is important to develop your own operations.

We have extensive experience with what works. This is gathered in our own method library, which forms the core of our knowledge and experience management. Based on each client's situation, an adaptation is made so that both the whole and the details work.

Our consultants understand both the whole and the details of an organization's environment, function, and management. Additionally, they have well-developed analytical mindsets and the ability to motivate. Teaching skills are also a given since we place great emphasis on knowledge transfer.