

Course Title: **MANAGING COMPLEX PROJECTS**

1. General introduction

In today's constantly changing business world, managers in general and project managers in particular are faced with managing larger and more complex projects with limited budgets and resources. To avoid rework, delay and disruption, project managers need advanced tools and techniques to manage this rapidly changing environment. In this course, you apply best practice project management to initiate, plan, control and close projects. You learn to strategically manage projects to meet your business objectives.

2. Target Audience

Higher levels of managers with responsibility for managing other managers. Managers in charge with managing complex projects across multiple business units.

3. Course Topics:

- What makes a project complex? – organization, budget, timescale, risks, objectives
- Types of organizations and the relation with a project organization: functional, matrix, project based
- Projects and Programs
- Business Case – deliverable of the project initiation stage
- Using Work Packages to manage work areas and delegate responsibilities
- Project constraints and tolerances
- Controlling a project: Setting milestones, Stage Plan, Status Reports, Exception Reports and Exception Planning
- Forecasting project progress – Earned Value Analysis
- In-sourcing or Out-sourcing / Make or Buy?
- Managing risk – probability, impact, the PI score, containment actions, contingency plan
- Project Change Management: organization and procedure
- Project Communication Strategy: Meetings, Reporting and Issue Management, Stakeholder Management
- Tools: Microsoft Project for project progress tracking, Project intranet web sites

4. Competencies addressed:

- Advanced Project Management – The ability to plan and organize resources to deliver required objectives in a defined situation.

5. Course Prerequisites:

- Project Management Fundamentals

6. Course Structure and Duration:

This is a **2 days training course** that aims to build on the basics of project management and enable the senior managers to learn some techniques and tools for successfully managing complex projects and programs. The course uses a written material to guide the participants through the various topics under discussion, as well as practical examples and exercises to test the abilities of the participants.

The participants will also leave the course with various templates and productivity tools to enable them to directly apply some of the tools and techniques in their current and future projects.

7. Pricing information:

- to be agreed following acceptance of the course presentation.