

# Managing IT Projects



An intensive 3-day workshop designed to provide you an opportunity to apply the knowledge and to practice the skills used by effective project managers. The course content is fully consistent with the Project Management Institute's **A Guide to the Project Management Body of Knowledge** (PMBOK® Guide). The course will also provide information useful for those studying to become a **PMI-certified Project Management Professional (PMP)**.

Ephod Consulting Associates PL and  
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## What You Will Learn

This course will familiarize you with the fundamentals of project management and give you the essential skills that you will be able to utilize right away to ensure your long-term success. Upon completing this seminar, you will understand the basic concepts of project management, so you can further develop:

- The skill and confidence to successfully plan and control your projects
- The ability to deliver a desired product on time and within budget
- The know-how to identify what a project actually requires in time and resources
- The confidence to clearly communicate project requirements and set attainable goals with your clients, managers and team members
- An understanding of what it takes to succeed as a project manager
- The basics of planning so you can use project management software effectively

## Workshop Outline

### **The Project Management Framework**

- Common Language: What is a Project?
- Managing Project Expectations
- The “Triple Constraint” Model
- What is a Project Startup Workshop?
- Goals of a Startup Workshop
- Project Launch Book Organization
- Documentation

### **How to Define Project and Program Boundaries**

- Project Selection
- Project Life Cycle
- Projects vs. Programs
- Project Authorization
- Uniqueness
- Setting Boundaries
- Objectives
- People Issues
- Stakeholders
- Team Building
- What Does Commitment Mean?

### **How to Discover Risk in the “Fuzzy Front End”**

- Types of Project Failures and Impact
- A Few Common Causes of Project Failure
- Lack of Realism
- Defining Risk and Issues
- Risk Response Planning
- Balancing Risk with Investment in Planning and Control
- Creating a R.A.I.D. List
- Prospective Hindsight Technique

### **How to Plan the Project Work Scope**

- Project Scope: A Misunderstood Term
- Work Breakdown Structures (WBS)
- Work Package Definition
- Five High Level Strategies for WBS Construction
- Functional or Departmental
- Time Phased
- Product/System Breakdown Structure
- WBS Drives Many Project Organizations and Control Tools
- Benefits of the “Sticky Tags” Approach
- Functional or Departmental

### **How to Develop Project and Program Schedules**

- Three Ways to Graphically Display Time Data: Gantt Chart, Milestone Chart, Network Diagram
- Finding Project Duration by Finding the Critical Path
- Relationships Evaluation Example
- Task Sequencing Tactics
- Program Scheduling
- Getting More Detail from the
- Forward Pass and Backward
- Schedule Logically, then Improve Systematically
- Automating the Schedule

### **Estimating Time, Resources and Cost**

- Resource Planning
- Responsibility Assignment
- Resource-Driven Costing
- Factors Affecting Productivity
- Effort, Duration and Elapsed Time
- Task Durations with PERT
- Reviewing the Estimate
- Putting Common Sense
- Resource Leveling

### **Planning for Project and Program Control**

- The Soft Art of Project Control
- The Control Process
- Build Control into Your Project
- Visibility as a Control Technique
- The Rut of 90% Complete
- Cost Variance, Schedule Variance, Earned Value Technique
- Project Walkthroughs and Evaluation
- Lessons Learned
- Project Closing

**“The ‘project manager’ and ‘network manager’ are the star players of tomorrow.**

Everyone will routinely fill project manager/network manager roles, directly or indirectly. Attention to those skills and training in the skills will be vital.

**Promotions will go to those who are particularly adept at exercising such skills.”**

Tom Peters, Liberation Management

## For Whom

- Project Managers
- Executives
- Project Team Members
- Customers
- Business and System Analysts
- Trainers
- Requirements Engineers
- Function Managers
- Consultants
- Process Owners
- Subject Matter Experts,
- Engineers and Programmers
- Anyone responsible for implementing new programs or projects

## In-Company Workshops

Ephod can provide this workshop in a tailored format for your company in your premises

Over 100 companies have attended Ephod workshops including  
Intel, Reuters, SSMC, Philips APAC  
Sony-Ericsson APAC, Air Products  
Singapore Press Holdings, ZF SEA  
AC Nielsen, VOPAK, GELife,  
New Toyo International, AIA  
Prudential, Avex Electronics  
Singapore Yellow Pages, Jebsen & Jessen,  
Prime Minister's Office  
Singapore MRT, Singapore Power  
Min of Environment, Ngee Ann Polytechnic,  
Singapore Polytechnic, National Library  
Board, Infocomm Development Authority,  
Mindef Centre for Mgt Devt, Min of  
Community Devt and Sports, Min. of  
Education, Min. of Manpower, SLA

## Course Methodology

The workshop will incorporate lecturettes, exercises, case studies, and group discussions. Experiential activities will also be designed to allow participants to understand the concepts and skills taught.

**Duration:** 2-day

## Workshop Instructor

**Chia Chian Hong**, a project management specialist with more than 20 years of IT training and consulting experience. He was the Principal Education Officer in major organisations such as Savi Technologies, SAP, Oracle and others. As a practicing project manager, he has vast experience ranging from simple to complex projects across multiple platforms.