

# ADVANCED PROJECT MANAGEMENT

## INTRODUCTION

Today's organizations and projects are becoming increasingly complex, requiring project managers to have an in-depth understanding of many functional areas. Typical problems encountered on projects, though, can be avoided with practical knowledge of project management tools and techniques. Project managers need to know the value of the various tools available and when to use them to ensure projects are completed successfully.

Advanced Projects Management focuses on advanced topics, including scope management techniques, conducting tradeoff analyses, tracking project schedules and costs using Earned-Value techniques, effectively using outsourcing, assessing an organization's project management maturity, and designing a project management improvement program. This hands-on course is designed to help you progress to the next level in the project management career.

## PRESENTER

### Dr. Jamal F. AlBahar, PMP, AVS

Registered Arbitrator Dubai, U.A.E. and Kuwait - Associate Value Specialist, SAVE, USA

Active Member: PMI, CMAA, AACE, AAA, PMA, SAVE, CSI, President, PROMIS- Project Management Engineering Systems

Dr. Al Bahar, is a regional expert in project management applications and a well recognized consultant in construction contracts and claims analysis. Dr. AlBahar is a frequent regional and international speaker on subjects related to project management, construction contracts, tendering procedures, claims analysis/evaluation, arbitration, and value engineering. Dr. AlBahar has conducted over 500 public and in-house training courses in the last 20 years on subjects related to contracts, claims analysis and pricing, project management, value engineering, budgeting and cost estimating, and effective project administrative procedures. Dr. AlBahar is a registered arbitrator in Kuwait, Bahrain and the U.A.E.

## PROGRAM

### DAY ONE

#### PROJECTS IN CONTEMPORARY ORGANIZATIONS A PROJECT MANAGEMENT PERSPECTIVE

- Quick Review of Project Management Fundamental Concepts
- New Directions and Opportunities in Project Management - Advanced Issues
- Promoting Best Practices - PMBOK® Nine (9) Models by PMI
- Setting the Stage - The Project Context: People, Teams, and the Organization
- The Project Customer and Project Requirements
- Specifying What the Project Should Accomplish
- Making Certain that the Project is Based on Clear Well Defined Needs
- The Project Life Cycle
- Tools and Techniques for Keeping the Project on Course
- Achieving Results: Principles for Success as a Project Manager
- Project Management in Practice

### DAY TWO

#### PROJECT INITIATION

- Criteria for Project Selection Models
- The Nature and type of Project Selection Models
- Analysis Under Uncertainty and Risks
- The Past and Future of Project Evaluation/Selection Models

#### THE PROJECT MANAGER

- Special Demands on the Project Manager
- Selecting the Project Manager
- What it Takes to be a Good Project Manager
- The Relationship between Project Management Theories and Techniques AND the Project Manager
- Human Factors and the Project Team
- Matrix Management - Contradictions and Insights

### DAY THREE

#### MANAGING AND CONTROLLING PROJECT SCOPE AND VARIATIONS

- Requirements Documentation
- WBS Dictionary
- Integrated Master Plan
- Developing and Maintaining Baselines
- Work Authorization Systems
- Change and Variation Management
- Interface Management

### CONDUCTING TRADE-OFF ANALYSES

- Analyzing Current Status
- Project Time/Schedule - PERT and CPM Techniques    Advanced Using Probability and Risk Analysis for Schedule Analysis
- Project Cost
- Three Perceptions of Project Cost - "Cost is more than a four letter word"
- Project Performance
- Improving Performance Capability
- Selecting the Best Alternative
- Conflict and the Project Life Cycle
- Using Project Management to Avoid Conflict between Project Managers and Contractors
- Some Requirements and Principles for Negotiations
- Methods for Resolving Interpersonal Conflicts
- Multi-project Scheduling and Resource Allocation
- Constrained Resource Scheduling

### DAY FOUR

#### EARNED VALUE METHODOLOGY: COST/SCHEDULE CONTROL

- The Planning-Monitoring-Controlling Cycle
- Level of Detail
- Cost/Schedule Control Problems
- Common Causes, Cost Overruns
- Resource Leveling and Resource Constrained Scheduling
- Performance Measurement Baseline
- Variance Analysis
- Earned Value Analysis
- Integrating Schedule, Cost and Technical Scope
- Cost and Schedule Performance Indices
- Project Management Control Problems: An Information Systems Focus

#### THE PROJECT AUDIT

- The Project Audit
- Construction and Use of the Project Audit Report
- The Project Audit Life Cycle
- Some Essentials of a Project Audit/Evaluation
- Measurements
- The Project Management Audit: Its Role and Conduct

### DAY FIVE

#### ESTABLISHING A PROJECT MANAGEMENT IMPROVEMENT PROGRAM

- Common Objectives
- Project Management Maturity Model
- People Capability Maturity Model
- Systems Engineering Maturity Model
- Metrics for Project Management Maturity