

MANAGING MULTIPLE PROJECTS:

"Planning, Scheduling, Allocating Resources For Competitive Advantage"

INTRODUCTION

You may remember an act from a circus show where a man takes a plate, balances it on the end of a long pole, and gives it a spin. Then he repeats the process with another plate, then another, and another until there are about eight plates spinning. During the rest of the act the man runs from pole to pole, shaking the poles carefully in turn to keep the plates spinning. The plate is always just a second away from disaster.

That is what it means to "Juggle" or manage multiple projects. Normally, the study of project management focuses on managing a single project. Most available material on multiple projects focuses instead on time management and priority setting. These are vital skills. In fact, if you do not develop good time management and priority-setting skills, you will not be able to put the tools in this workshop to good use.

PRESENTER

Dr. Jamal F. AlBahar, PMP, AVS

Registered Arbitrator Dubai, U.A.E. and Kuwait
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 400 public and in-house training courses in the last 25 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

Section 1: Introduction

THE ART OF "JUGGLING" OR MANAGING MULTIPLE SMALL PROJECTS

- What are a Small Projects?
- How Multiple Small Projects are created in an organization?
- Is small project a misnomer?
- Why small projects are looked at as unimportant and minor?
- Task-Oriented Project Portfolio
- Independent & Interdependent Project Portfolio
- Exercise: What Type of Project Portfolio Do You Have?
- Project Portfolio Management and Managing Multiple Projects: Two Sides of the same coin?
- Software packages don't manage projects - People Do!
- Why Multiple Project Management is hard?
- How to use the conventional project management tools and techniques for single project to manage multiple small projects?
- How to recognize and establish project priorities? Importance vs. Urgency!

Session 2: Task-Oriented Project Portfolios

MANAGING THE TASK-ORIENTED PROJECT PORTFOLIO

- A Four-Step Technique for Managing the Task-Oriented Project Portfolio
- Exercise: Complete Your Own Project Priority and Planning Worksheets
- How to identify the objectives of multiple project stakeholders and prioritize those objectives accordingly.
- How to assess schedule and resource conflicts shared among multiple projects?
- How to optimize the utilization of resources among multiple projects?
- Project Risk Management technique and its application to multiple projects

DAY TWO & THREE

Section 3: Independent Project Portfolios

MANAGING THE INDEPENDENT PROJECT PORTFOLIO

- Single Project Management versus Multiple Project Management
- Multi-project Scheduling and Resource Allocation
- Effective Resource Management
- Multi-project Scheduling and Management
- Learning Loop for Successful Program Management
- Identify cross-project objectives, common or conflicting objectives

- Establish project objectives priorities to resolve conflicts with resource utilization between multiple projects

PLANNING A SINGLE PROJECT

- The Triple Constraints & Work Breakdown Structure
- Network Planning, Task Analysis & Gantt Charting
- Exercise: Create Your Own Gantt Chart

HOW TO READ AND USE A GANTT CHART

- Gantt Charting for Single Projects
- Interpreting Your Gantt Chart
- Exercise: Analyze a Project Gantt Chart

Section 4: Schedule Multiple Projects

HOW TO SCHEDULE MULTIPLE PROJECTS

- Scheduling Issues for an Independent Project Portfolio
- Exercise: Jigsaw Puzzle Scheduling

DAY FOUR & FIVE

Section 5:

How to Manage Multiple Projects in an Independent Portfolio

- The Art of Managing Multiple Project Portfolios in Organizations
- Your role as Project Portfolio Manager
- The Triple Constraints in a multiple Project Environment
- Resolving Conflicts between Project Drivers and Portfolio Drivers
- Techniques for Managing Priorities and Workflow
- Exercise: My current Authority Issues
- Exercise: My Delegated Needs and Goals

Section 6

Interdependent Project Portfolios

MANAGING THE INTERDEPENDENT PROJECT PORTFOLIO

- About Interdependent Project Portfolios
- Independent versus Interdependent Portfolio Management
- The Irony of Interdependent Project Portfolios

PLANNING AND INTERDEPENDENT PROJECT PORTFOLIO

- Planning for Interdependent Project Portfolios
- Exercise: Analyzing Your Interdependent Portfolio

HOW TO MANAGE MULTIPLE PROJECTS IN AN INTERDEPENDENT PORTFOLIO

- The Art of Managing the Interdependent Portfolio
- Your Role as Portfolio Manager
- No-Fail Budgeting in the interdependent Portfolio
- Coping with the Escalating Objective & Problem-Solving Strategies
- A Final Word About Managing Multiple Projects
- Multiple projects, limited resources: Implementing Effective Project Management