

Bottom-Line Multi-Project Management (PLC II)

fact sheet

PLC II

Objective:

For senior project managers, junior program managers and middle managers who coordinate multiple individual projects and small programs of interrelated projects. Learn how to set priorities among competing projects with Value/Risk Analysis to coordinate multiple vendors, contractors and stakeholders, to allocate scarce resources among competing projects in a matrix organization. Stresses the control of limited resources, setting priorities and communicating with sponsors and stakeholders. Also focuses on multiple budgets and spend plans; tracking and controlling expenses against budgets with earned value. Also reviewing leadership skills, adapting single project management planning tools to a multiple project environment and developing effective management information systems for today's rapidly changing, intensely competitive, cost conscious marketplace.

Participants work in 3-4 person program teams taking the roles of multi-project manager and key stakeholders. They manage a rich computer simulation of 13 separate projects with one 5-project program along with multiple resources, vendors, contractors and spend plans. Each simulated week, every team reacts to real-life challenges and risks, setting priorities, goals and budgets and assigning scarce resources to critical activities. They decide which projects to push; which ones to delay and stop. Sponsors and stakeholders create pressure to get "their project" done on time, delaying or even canceling other projects. Decisions must be made to order key components "just in time".

Computers provide immediate feedback on results so teams can measure results on project schedules, cost and quality. Electronic tools, learned in class, are applied back on the job.

Key Learning Points:

Throughout the course, attendees learn, practice and get feedback in the following skill areas:

- Ranking projects in priority order by Value and Risk
- Aligning Programs with Business Strategy
- Multi-Project Decision Making
- Managing Multiple Budgets and Spend Plans
- Communications Management
- Stakeholder Management
- Allocating limited resources in a matrix
- Change Management
- Control with Dashboards and Spotlights
- Earned Value
- Procurement from Multiple Vendors
- Management Presentations
- Interface Management
- Optimization
- Program Close-out

Recommended for:

Senior project managers and relatively new program managers who coordinate multiple single projects and programs of interrelated projects and allocate scarce resources among competing projects in a matrix organization. Managers with multiple budgets and spend plans. Middle managers who are responsible for large-scale strategic initiatives.

Pre-requisite:	Completion of Project Leadership Course and On-line Screening Exam
Length:	3 Days
PDU Credits:	28

