Project management, moving effectively into iterative mode

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SII-53   3 Days (21 Hours)

Description

The move from a predictive process (V-shaped cycle) to an iterative process seems essential today to respect the "time to project". This course will teach you how to manage an IT project according to an iterative cycle with the unified process (UP) through practical cases and feedback from successful experiences.

Who is this training for ?

For whom

IT project managers and any actor with a role in project management.

Prerequisites

Aucune

Training objectives

- Identify the main artifacts of the unified process
- Carry out an overall estimate of a project with the use case method
- Evaluate the project scope and risks in the inception phase
- Define the requirements forming the content of the first iteration
- Implement progress estimation methods, during the construction
- Test phase and deploy the application and capitalize on project experience

Training program

Le cycle de vie d'un projet

- The different life cycles.
- The V-shaped or waterfall cycle.
- Agile methods: the main principles.
- Collective reflection The role of project manager.
- The factors of success or failure.

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Page 1

Le processus unifié (UP)

- The 9 disciplines: business modeling, requirements, analysis and design, implementation.
- The 4 phases: inception, development, construction and transition.
- Iterations: the representativeness of the 9 disciplines within each iteration evolves over time and phases.
- The instantiations of UP (OpenUP, RUP, EUP, AUP.
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Les bonnes pratiques d'UP

- Iterative development.
- Requirements management.
- Change management.
- Improvement and control continue.
- The UP artifacts.
- Exercise: Identification of the main artifacts by discipline by browsing the "OpenUP" framework.

La phase d'inception

- Define the scope of the project.
- Identify risks.
- Methods for estimating the load (macro-estimates): function points, planning poker .
- Break down and plan the project (phases and WBS).
- Case study Identification of the scope and risks (risk table).
- Macro-costing of the project (calculation using the Use Case method).
- Production of the phase plan and the WBS of the project.

La phase d'élaboration

- Iteration and team management.
- Define the content of an iteration.
- Define and validate the architecture.
- Specify 80% of the requirements.
- Setting up the environment (development, configuration and testing).
- Case study Definition of the content of the an iteration.

La phase de construction

- Minor clarification of requirements.
- Manage and test changes.
- Track and report project progress.
- Deepening the notion of progress, notion of "earned value".
- Preparation for deployment.
- Case study Putting into practice several estimation methods progress (S-curve or Earned Value method)

La phase de transition

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Page 2

- Test and evaluate the beta version.
- Deploy the application for acceptance and production.
- Train and transfer skills.
- Capitalize, project feedback.
- Practical work Construction of an action plan: good practices to implement on your projects.