IT multi-project management

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SII-61   3 Days (21 Hours)

Description

When projects in a company are numerous, interpenetrate and involve players from different professions, it becomes imperative to put in place appropriate management. Planning, establishing the roles and responsibilities of each person, arbitrating and communicating are the keys to multi-project management.

Who is this training for ?

For whom

Project managers, department managers in charge of several projects, members of steering committees, managers or members of the Project Management Office.

Prerequisites

Aucune

Training objectives

- Calculate financial indicators in order to select and prioritize projects Organize and subdivide projects taking into account constraints between projects Adapt project monitoring in a multi-project context Resolve inter-project conflicts Understand the principle of multi-project planning and monitoring solutions, from selection to reporting

Training program

Les outils pour la gestion multiprojets.

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Page 1

- Summary of the possibilities of MS Project in multi-project management.
- Main project and sub-projects.
- Resource sharing.
- Summary tasks.
- Project Server, multi-project planning and monitoring solution.
- The roles and settings in this type of solution.
- L organization of information flows on projects.
- Tools for the qualification and selection of projects.
- Project performance analysis, arbitration.
- Capitalization on projects.
- Practical work Demonstration of tools for multi-project management.

Le tableau de bord multiprojets

- Define multi-project dashboards.
- Techniques and examples.
- Exchanges between levels.
- Decisions (steering committee) .
- Prepare dashboards for the steering committee.
- Practical work Create a dashboard for reporting for pilots.

Suivre l'avancement des projets, replanifier

- Reminders on monitoring indicators: committed, necessary to finish, gaps, forecasts.
- Adaptation of monitoring in multi-projects.
- Impact of slippages.
- Management of planning modifications.
- Budget monitoring.
- Practical work Produce a summary of the progress of the projects according to the workload plan and the declarations of progress on shared resources.
- Calculation of budgetary monitoring indicators.

Optimiser le management en multiprojets

- Build teams, clarify roles and contributions.
- Obstacles to planning.
- The different sources of conflict.
- Optimize the management of resources and time.
- The myth of the man x months.
- Motivate the actors.
- Solidarity between projects.
- Search for synergy and balance between projects.
- The basics of multi-project communication.
- Scenario setting From problematic situations (diverging interests , critical resources etc.
-), take action to resolve them.

Planifier en multiprojets

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Page 2

- Reminder on planning techniques.
- Four-level planning system.
- Use key parameters in multi-projects.
- Assign resources.
- Practical work Establish a project plan for a program, taking into account phasing and inter-project constraints.
- Argument two possible scenarios.
- Review resource allocation.

Structuration préalable à la gestion multiprojets

- The "clients" of the multi-project management system.
- The role of the Project Management Office.
- The different types of organization.
- The objectives: load/capacity adequacy, monitoring of costs and deadlines.
- Standardization of monitoring.
- Structuring projects: phases, activities, deliverables.
- Harmonize schedules, cost and resource categories.
- Role of the Project Management Office.
- Practical work Identify the projects and necessary resources.
- Carry out the phasing of projects, constraints between projects.

Le défi du travail en multiprojets

- Reminders on project management The different types of project.
- Possible optimizations: deadlines, products, resources.

Aligner stratégie, économie et projets

- Understand the company's strategy.
- Position each project in relation to the strategy.
- Selection of projects.
- Define priority criteria between several projects.
- Types and techniques for choice criteria: strategic alignment, financial, risks.
- Financial criteria: Return On Invest, Expected Monetary Value .
- Typology of profit objectives.
- Evaluate costs, revenue.
- Calculate parameters.
- Classify projects and select them.
- Practical work Return on investment calculations for projects.

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Page 3