

Project management, the fundamentals



MPGP-57 3 Days (21 Hours)

Description

This internship will provide you with all the elements to master the smooth running of your projects while respecting their functional objectives, deadlines, costs and quality criteria. The techniques will be illustrated using a practical case which will serve as a common thread for studying the different phases of a project.

Who is this training for ?

For whom

Future project managers (non-IT), MOE, MOA.

Prerequisites

Aucune

Training objectives

- Identify the main components of a business project and the roles involved
- Evaluate the costs and organize the planning of a project
- Build and monitor the budgetary dashboard of a project
- Monitor and control the risks of a project
- Master the indicators to decide to subcontract
- Manager and communicate within the project

Training program

Introduction à la gestion de projet

- Define what a project and project management are.
- Understand the problem of project management.
- Understand the basic concepts: the components , types, stakeholders of a project.
- Life cycle, project and project product.
- Know the legal constraints and standards.

Définition du contenu d'un projet

- Prepare demand management: feasibility, project framework, specifications.
- Define the deliverables: product, final service or transition result.
- Determine the scope of the project.
- Organize the hierarchical breakdown.
- Develop the project management plan.
- Consider the different possible alternatives.
- Establish the rules for managing project documentation.
- Practical work Identify the different types of projects.

Gestion des délais, des coûts, rentabilité

- Estimate durations and loads to assess human issues: analytical method, expert judgment.
- Sequence activities using the PERT network, the Gantt chart: margin free, total margin, critical path.
- Use compression techniques for planning and resource leveling.
- Estimate project costs: estimation by analogy, parametric, bottom- up, at three points, analysis of the reserve.
- Develop the budget: aggregate costs, expert judgment, integrate historical data and budgetary constraints.
- Evaluate the performance of an investment and control costs: break-even point, break-even point, budget monitoring.
- Practical work Design a project schedule.
- Develop the budget for the first batch of the project .
- Calculate an ROI.

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Gestion des risques

- Carrying out risk management planning: FMEA methodology.
- Risk identification: information collection technique, analysis of checklists, hypotheses, SWOT.
- Qualitative analysis: description and categorization of risks, assessment of risk probability and impact.
- Quantitative analysis: assessment and matrix of risk probability and impact, criticality, risk modeling .
- Risk response planning: strategies for negative, positive, conditional response risks.
- Finding the cause of risks: Ishikawa diagram (5 M), method of 5 why.
- Monitor and control risks: risk audit, gap and trend analysis, performance measurement.
- Practical work Identification of potential risks and response at risk.

Contractualisation

- Plan contracts: decision tree to choose between production and purchase.
- Launch a call for tenders: functional specifications or not, requirements, response framework.
- Select subcontractors: evaluation criteria and rating of proposals.
- Administer and close the contract: negotiation of specifications and quotes, validation of the contract.
- Manage the integration of a service provider into the management plan and monitoring of the project.
- Practical work Decision tree for "buy or do".

Pilotage et communication

- Plan human resources: analysis of environmental factors and organizational assets.
- Train, develop, lead the project team: the 5 steps of building a team, recognition, rewards.
- Monitor the team's activity and evaluate it.
- Evaluate performance.
- Individual monitoring and project monitoring: progress report, dashboards, evaluation meetings.
- Plan communication: needs analysis, use of technology, communication methods and models.
- Disseminate information and reporting: necessary frequency, available technology, duration of the project.
- Manage, negotiate and manage conflicts: divergences, tensions, blockages, open or not conflicts.
- Work practices Create the project responsibilities matrix.
- Create the project progress dashboard.

Gestion de la qualité et management des connaissances

- Know the definition of quality and standards.
- The criteria for acceptability of a project.
- Planning quality: cost-benefit analysis , specific quality management methods.
- Implement quality assurance and control: quality audits and process analysis.
- Project review, successes and failures, memory company and project.
- Practical work Identify the project quality metrics.