



THINKTANK CONSULTING
PROJECTS. PROCESS. OPTIMIZATION.

ADMINISTRATIVE DETAILS

Duration:

2 days

Instructor:

Jamal Moustafaev, MBA, PMP

Class Limit:

up to 20 students (suggested)

List Price:

\$1,095 per student

Discounts:

Available for larger groups and for multiple orders

Location:

Client's site

Materials Provided:

Student's Coursebook (with lecture slides)

Handouts

Professional Development Units:

Earn 16 PDUs!

Successful "Hands On" Management of IT and Software Projects

INTRODUCTION

This course is a result of:

- Close to fifteen years of working as a Process Improvement Consultant, Project Manager and Requirements Analyst
- Exposure to a variety of "traditional" and "non-traditional" project management methodologies
- Conducting corporate training in the areas of Project Management, Requirements Engineering and Estimation in Software Development
- Highly-acclaimed "Project Planning and Scheduling" course at BCIT (at least 4.5 out of 5 rating from students)
- PMP designation and my interactions with Project Management Institute (PMI)
- Successful presentations at various conferences (rating of at least 4 out of 5 from attendees)
 - PMI Research
 - Project World Canada
 - PM Society of Vancouver
- Publications on project management, PMO, business analysis, IT strategy and software process improvement
- Multitude of books and articles related to project management, requirements engineering, estimation, process improvement, etc
- My finance background (MBA and BBA from SFU)
- My passion for history of project management

WHAT TO EXPECT FROM THIS COURSE

- This course is **NOT** about:
 - "Agile" vs. "Traditional" methodology
 - "Structured" (e.g. NASA SEL) vs. "Chaotic" (you know who you are!)
 - IT vs. Product Development environments
 - "Functional" vs. "Projectized" companies
- It is about skills, tools, techniques and economic principles that transcend all of the above ...
- Essential "hands-on" tools and techniques needed by software and IT project managers
- Focus on practitioner's rather than academic view
 - e.g. "Earned Value" and "Monte Carlo Simulation" are great tools but difficult to apply in IT projects
- Tricks, tips and "guerilla warfare" tactics
- Soft skills:
 - Project human resource management aka "herding the cats"
 - Communicating with people successfully
 - Introduction to effective negotiations
 - Creativity's place in modern project management
- Economics of project management in particular and strategic business decision-making in general
- Philosophical digressions regarding the topics that do not have a definitive "Yes" or "No" answers
- Class discussions regarding some of the "hot topics" in project management
- Honest and straightforward assessments of today's IT realities
- Historical examples and parallels to better illustrate project management realities of today (and to make this course fun!)
- And hopefully a lot of surprises ...

ATTENDEE FEEDBACK

- *"Very good and deep course, well planned, clear and witty"*
- *"Great examples and explanations"*
- *"Interesting (very) and great lessons for real project management"*
- *"Very good, interesting and entertaining"*
- *"Gave some great new perspectives on project management"*
- *"Fun and informative. Well presented"*
- *"Very knowledgeable speaker"*



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WHO SHOULD ATTEND

- Experienced project managers
- Recent PMPs with limited project management experience
- Individuals who have been recently promoted to the project management positions
- Professionals who frequently have to assume project management responsibilities
- Managers and directors who want to better understand the challenges faced by project managers and want to learn some universal skills

INSTRUCTOR'S BIO

- Jamal Moustafaev, MBA, PMP
- President and Principal Consultant - Thinktank Consulting
- Author of the book *"Delivering Exceptional Project Results: A Practical Guide to Project Selection, Scoping, Estimation and Management"* to be published by J.Ross publishing in April 2010
- Frequent contributor to various software development publications
- Presenter at IT conferences and seminars
- Teaches project management courses at BCIT

ABOUT THINKTANK CONSULTING

- Project Management and Requirements Engineering consulting
- Process improvement audits & programmes
- Training
 - *"Successful Hands-On Management of IT and Software Projects"*
 - *"From Waterfall to Agile - Practical Requirements Engineering"*
 - *"Practical Portfolio Management - Selecting & Managing The Right Projects"*

THINKTANK Consulting

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DETAILED COURSE OUTLINE

Module 1: Introduction – History, Philosophy, Economics...

- What are the key events in the history of project management?
 - Transcontinental railroad, Henry Gantt and Polaris missile
 - Case Study: Egyptian pyramids
- How successful are we with technology projects?
- Why is project management somewhat neglected in technology sector when compared to other fields?
 - Case Study: HR policies in British Army
- Are software projects different and why?

Module 2: Initiating A Project

- What are the "degrees of project freedom"?
- What are the key ingredients in a Project Charter?
 - What is a SMART Methodology?
 - What is a Rough Order of Magnitude (ROM) Budget and Schedule?
- How to deal with risk management?

Module 3: Defining Scope

- Should PM be involved in the requirements definition process?
 - Case Study: The Battle of Barnet (1471)
- Why bother with requirements?
 - What is the cost of the bug?
- What is the general requirements elicitation approach?
- Why do peer reviews?
- What should you be looking out for when reviewing the requirements?
- How to nurture and channel creativity simultaneously?
 - Case Study: Protecting African Rhinos
- How do the most innovative companies foster creativity?

Module 4: Schedules and Budgets

- What are the key rules for creating the WBS and Network Diagrams?
- What is "Wide Band Delphi" and how it can help you with difficult estimates?
- How to use PERT to enhance your negotiation power?
- What are the most common estimation oversights?
- How to present estimates properly?
- How to obtain additional "degrees of freedom"?

Module 5: Dealing With People

- What are the most common organizational structures?
- What is "Project Management Office" and its potential role in an organization?
 - Case Study: British Navy during the Age of Sail
- How to get the best out of your people?
- What to do when things go wrong?
- What types of power do you have as a project manager?
- What "guerrilla tactics" can you use when everything else fails?

Module 6: Effective Communication

- What are the most common communication problems?
- How can you manage through conversation?
- How to run non-annoying meetings and write non-annoying e-mail?
- Are meeting minutes important and why?
- Can we improve our personal time management?

Module 7: Monitoring, Reporting and Troubleshooting

- How to measure your project's performance?
- What are the most common project risks and how to address them?
 - Case Study: F-22 Raptor Software Glitch

Module 8: End-Game Strategy

- Why do "Lessons Learned"?
- What are the personal benefits of doing "Lessons Learned"?
- What information is included in "Lessons Learned" document?