

# Multiprojects Management

Hands-on course of 3 days - 21h

Ref.: GMP - Price 2024: CHF2 070 (excl. taxes)

When in a firm the projects are numerous, as well as actors, it becomes imperative to set up a specific and clear project management. The resources being limited, it is advisable to know how to manage a whole of projects having different stakes and at various stages of advance. To plan, establish the roles and the responsibilities for each one, to arbitrate and communicate are the keys of management multi-projects.

## THE PROGRAMME

last updated: 01/2018

### 1) Introduction

- Pedagogy - the program.
- The challenge to work in multi-projects.

### 2) Aligning strategy, economy and projects

- Apprehending the strategy of the firm.
- Positioning each project compared to the strategy.
- Classifying projects within the firm.
- Selecting projects.

### 3) Standardising methods

- "The Customers" of the multi-projects management system.
- The system Objectives: adequacy load/capacity, costs and time scale monitoring.
- Defining management levels: granularity.
- Programs, projects, actions, except projects work.
- Structuring Projects: phases, milestones, work packages, activities, and deliverables.
- Standardising calendars, the categories of costs, resources.

### 4) Defining the roles, organising the teams

- Portfolio of projects.
- Various types of projects organizations.
- Clarifying roles and contributions in the projects.
- Finding synergies between projects.

### 5) Project Management Office (PMO)

- Its mission, its responsibilities.
- Its composition.

### 6) Establishing a Schedule Baseline

- The Multi-projects strategy map.
- A three levels planning system - strategic planning - project planning - department planning.
- Exchanges between levels.
- Working out the Schedule Baseline.

#### PARTICIPANTS

Project leaders, persons in charge for services having to carry out several projects, people implied in the support or the control of several projects (Steering committees), persons in charge or members of Project Management Office.

#### PREREQUISITES

Goods Knowledges in project management. Experience required in company's projects.

#### TRAINER QUALIFICATIONS

The experts leading the training are specialists in the covered subjects. They have been approved by our instructional teams for both their professional knowledge and their teaching ability, for each course they teach. They have at least five to ten years of experience in their field and hold (or have held) decision-making positions in companies.

#### ASSESSMENT TERMS

The trainer evaluates each participant's academic progress throughout the training using multiple choice, scenarios, hands-on work and more. Participants also complete a placement test before and after the course to measure the skills they've developed.

#### TEACHING AIDS AND TECHNICAL RESOURCES

- The main teaching aids and instructional methods used in the training are audiovisual aids, documentation and course material, hands-on application exercises and corrected exercises for practical training courses, case studies and coverage of real cases for training seminars.
- At the end of each course or seminar, ORSYS provides participants with a course evaluation questionnaire that is analysed by our instructional teams.
- A check-in sheet for each half-day of attendance is provided at the end of the training, along with a course completion certificate if the trainee attended the entire session.

#### TERMS AND DEADLINES

Registration must be completed 24 hours before the start of the training.

#### ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Do you need special accessibility accommodations? Contact Mrs. Fosse, Disability Manager, at psh-accueil@ORSYS.fr to review your request and its feasibility.

### 7) Setting up the Budgets, the Resources

- Step of budget estimate.
- Establishing the activity resource estimate (workload).
- Knowing the capacities.
- Adjusting the adequacy of resources workload/capacity
- The planning process of medium-term and long term.

### 8) Monitoring the projects work progress, schedule change

- Monitoring status and progress of times and costs performance.
- Earned value, estimate to complete, variances, forecasted completion.
- The monthly update process.
- The quarterly update process.
- Management of planning change: to analyze the impacts.

### 9) Behaviours in a team

- Building and organising the teams.
- Planning Obstacles.
- The internal consensus and commitment related to the schedule.
- Risks Analysis.
- The unavailability of the resources.
- Solidarity.

### 10) Deciding in Multi-projects environment

- Steering Committee Procedure of the Multi-projects.
- Analysing the demand and its evolution.
- Analysing supplies status and forecasts.
- Integrating financial, work load, and commitments topics.
- Analysing and classifying Risks.
- Analysing competing solutions: Multi-criteria's choices table.
- Preparing decision of the Steering committee.
- Ensuring decision's traceability: to justify choices.
- Prioritising projects.

### 11) Being productive in Multi-projects

- The myth of man/month.
- Sources of waste of time.
- Organising oneself in multi-projects context.
- Preserving balance between projects.
- Motivating stakeholders.
- Optimising resources allocation: the point of view of the functional manager of the department.

### 12) Communicating in multi-projects

- Setting up the communication: what to communicate, to whom to communicate, how to communicate.
- Optimising and harmonising the communication modes: meeting, email, phone call.

### 13) Multi-projects Dashboard

- Keys for Dashboard development.
- Project Dashboard. Multi-projects Dashboard.

- Improving oneself practice with the Quality Dashboard.

*Hands-on work* : - CONCERTO Micro-project: This is a multi-projects environment to model the operation of a company and to exempt a rich teaching through an enterprise game. The workshop proposes a simulation of a company organised by projects. Three teams symbolizing the departments of a company must each one carry out some concrete tasks representing the projects. Each participant is, in turn, pilot of a wallet of projects and is charged, with his team to take into account a framework of constraints (objectives, means, time...), to steer the projects of its department. Meetings of projects team and the steering committee allows coordinating actions at various levels. - Synergic exercises: these exercises make it possible to evaluate the attitudes, values, motivations and points of view, at personal level and in teamwork. - Diagnosis exercises: these exercises make it possible to be on a behaviours scale, values or psychological typology. - Case studies: they describe a real context which it is necessary to analyse in order to propose adapted solutions. - Problems solving: this analysis, carried out in group, makes it possible to qualify the problems and to implement a cause / effect study.

## DATES

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REMOTE CLASS

2024 : 10 Jul, 30 Sep