

Managing Enterprise Wide Projects

Managing projects across an Enterprise is not the same as tracking a series of projects in a Scheduling Tool or a Spreadsheet. A different level of planning is needed to promote success.

Abstract

Managing a single project within one business unit is difficult enough, given the difference in work styles between our routine "business as usual" work and the requirements of managing a project. Larger projects and corporate-wide initiatives that cross the entire enterprise and which involve multiple business units and multiple projects within those business units can be some of the most difficult projects to manage.

Objectives

Attendees will learn how to:

- Understand and deal with the special environment that applies to EW projects
- Increase the success rate of highly visible, strategically critical projects
- Ensure project credibility by aligning your project with your organisation's goals, objectives and strategies
- Deal with multiple stakeholders with divergent interests and unearth user/client business needs
- Analyse & present strategic choices on tradeoffs
- Establish a portfolio management process

Who should attend

This course is designed to assist business managers, project managers and team members responsible for mission-critical, enterprise wide projects.

Syllabus

PM as Applied to Enterprise Wide Projects

- The nature of project management in an enterprise-wide setting – projects, portfolios, programs
- Differences between functionally aligned projects and
- Enterprise-wide or portfolio-based projects.
- Inherent problems & critical success factors in enterprise wide or complex projects
- The importance of stakeholder management
- Life cycle issues

Effective Project Structure for Enterprise-Wide Projects

- Managing multiple, related projects
- Recognising the business drivers and
- EW project governance
- Matching project sponsors and stakeholders to communications plan

Support for Mission-Critical and Global Projects

- Operational vs strategic projects
- Tying projects and portfolios of projects to organisational strategy
- Stakeholders' success criteria for mission-critical EW projects
- Monitoring remote EW projects and virtual teams
- Issues with distributed project teams and global projects
- Enterprise project information management systems

Role of a Corporate Project Office and Portfolio Management

- Alternative roles for the PMO – functional Vs enterprise PM Office
- Design the appropriate functions for the project office
- Implementing a portfolio management system
- Developing the portfolio management criteria for prioritising projects

EW Planning Systems, Estimating, Quality and Risk Management

- Integrated project management in an EW context
- Estimating issues – types of estimates, PERT
- Risk management process in a portfolio or EW context
- Role of Enterprise PM systems in planning

Project control, reporting & Information Systems

- Change control, work delegation and team management
- Effective management reporting systems for EW projects

Course Length: 2 days
Course Code: EWPPMC2
PDU: 14



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