

Rottmayer, David
TELECOMMUNICATIONS PROJECT MANAGEMENT FOR FTTX DEPLOYMENTS

Course Overview:

As an effective project manager, you organize scarce resources, work under tight deadlines, control project changes and generate maximum team performance. Through an OSP FTTX case study, we will explore how to successfully plan, manage, and deliver projects. You will also be introduced to how to implement project management processes, develop leadership skills, and respond to real-world scenarios.

In this course we will review a telecommunications project from beginning to end. Using tools and templates to actively present plans, control progress and close the project. Experiential activities include:

- Understand how to define and agree on clear project goals and measurable deliverables.
- Brainstorming the work breakdown structure (sampling of WBSs)
- Estimating task duration and work (sampling of Time Resource Defining)
- Understand how to determine task dependencies and the project schedule.
- Understand how to assign and optimize resources.
- Developing risk management plan
- Producing the implementation plan (Sampling of one Implementation Plan)
- Managing and responding to changes
- Evaluating motivation and team-building issues

Individuals who need to strengthen their project management understanding, those new to project management, or project managers seeking a refresher on fundamental project management knowledge, skills and tools will benefit from this course.

Course Objectives:

Upon completion of this course, attendees will be able to:

- Understand the process of planning a project to ensure successful delivery and stakeholder satisfaction.
- Understand how to apply best practices to plan and run projects using a 6-step project management process.
- Understand how to implement risk management techniques and mitigation strategies.
- Understand how to estimate and schedule task work and duration with confidence.
- Understand how to implement monitoring tools and controls to keep you fully in command of the project.
- Recognize and practice the leadership skills needed to run a motivated team.

Course Syllabus

Module 1: Introduction

- Managing the project processes and issues
- Creating a realistic and achievable plan for the project
- Working within project constraints

Module 2: Launching Your Project

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- Applying a project framework for success
 - Identifying the project lifecycle stages and the key inputs and outputs.
 - Balancing typical challenges of project management
 - Selecting and applying best practices
- Core project leadership skills.
 - Identifying stages of team development
- Building and managing team effectiveness
- Building a project charter
 - Defining clear project objectives
 - Determining and clarifying the goals
 - Defining key project deliverables
 - Running the objective-setting meeting(s)
 - Gaining buy-in from stakeholders

Module 3: The 6-Step Planning Method

- Defining the project workload
 - Determining project scope with work breakdown structures (WBS)
 - Driving the plan down to task level.
 - Calculating a first cut of project costs.
- Building high-confidence estimates
 - Effective ways to produce better estimates.
 - Leveraging three-point estimating to refine accuracy.
 - Managing the estimating process
- Scheduling the project
 - Converting WBS to precedence networks
 - Determining the critical path tasks
 - Creating dependency diagrams
 - Calculating the project duration
- Creating the project timeline
 - Building clear and readable Gantt charts
- Using slack effectively in the schedule
- Setting key milestones to track and control the project.
- Developing a risk management process
 - Identifying the project risks and assumptions
 - Evaluating risk impacts
 - Strategies for managing risks.
 - Managing key risks with Risk register
 - Reducing risks through contingency plans
- Effectively matching resources to work.
 - Identifying the resources your project needs
 - Assigning resources to tasks
 - Analyzing resource use and costs in the schedule
 - Optimizing the use of resources
 - Preparing and agreeing on task contracts

Module 4: Running the Project

- Establishing an effective control process
 - Establishing change control procedures
 - Presenting the project plan for approval
 - Setting the baseline schedule
- Implementing the plan
 - Monitoring actual task progress
 - Analyzing progress against the baseline
 - Correcting the project plan to achieve the objectives.
 - Picking up warnings of trouble ahead
 - Engaging team members to maximize productivity.
- Tracking and reporting progress
 - Tracking planned vs actual task performance
 - Crashing the critical path tasks
 - Analyzing the impact of variation to the baseline plan
 - Avoiding the 90% complete trap
 - Correcting the schedule
- Leading throughout the project lifecycle
 - Communicating project status to stakeholders
 - Coping with common project scenarios
 - Building ownership, motivation, and commitment across the team

Module 5: Successful Project Closure

- Managing systematic project closedown
- The payoff of post-implementation review
- Documenting project and personal lessons learned for process improvement.