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IT Project Management in the Public Sector

Course Overview:

IT project management is notoriously difficult due to the rapid increase in possible IT solutions leading to users and other stakeholders often only coming to realize that what they require is not what they initially requested! In many cases, solid predictive project management with rigorous change controls has been used to tackle this issue - sometimes successfully but not always! As the world becomes increasingly complex and IT demands become more diverse, another more agile project management approach has proven to be more effective in meeting stakeholders' needs.

Course Objectives:

At the end of this course, the participants will be able to:

- Understand when to use different project lifecycles for different IT projects
- Reflect on the importance of enabling effective collaboration in IT projects
- Perform core practices used in both predictive and agile IT management approaches
- Recognize and tackle common issues that can occur in IT project management
- Control IT project progress and report status appropriately

Course Coverage:

Topic 1: Nature of IT Projects:

- Characteristics of projects
- Fundamental concepts of project management
- IT project lifecycle - core phases performed in IT projects
- IT Product Management
- Key IT Project Considerations - Globally Distributed Teams
- IT project initiation - establishing the project charter

Topic 2: Scope - IT Requirements:

- Requirements Engineering
- Stakeholder management
- Requirements elicitation
- Quality factors in requirements engineering
- Key roles: Product Manager - Product Owner - Business Analyst

- Managing emergent requirements

Topic 3: Detailed Planning:

- Software Engineering Methods
- Work Breakdown Structures
- Building the project schedule - critical path management
- Establishing the release plan
- Key roles: Technical Architect, Designer, Developer Quality Assurance Specialist (QA)
- IT Project Quality Management - planning, executing and controlling quality
- Developing the Quality Assurance Plan (QA plan)

Topic 4: Managing Project Execution:

- Understanding IT Project Costs
- Software engineering teamwork - developing and managing the team
- Managing uncertainty - addressing risks
- The challenges of using Waterfall (predictive project management)
- Agile Software Development - values and Principles
- Adaptive (Agile) Project Management (SCRUM)

Topic 5: Controlling & Closing IT Projects:

- Preparing the progress report - the traditional approach
- Progress dashboards using Earned Value Management
- Controlling value generation using Scrum (Agile) - Reviews
- Measuring Success - requirements traceability matrix
- Measuring Success - confirming value generation
- Continuous improvement - Lessons Learned & Retrospectives

Targeted Groups:

- IT Directors considering digital transformation
- IT project managers
- Business analysts, programmers, quality assurance specialists
- Other technical specialists involved in IT projects
- Stakeholders in organizations who influence IT projects