

Course Description

Preventing and Recovering Distressed Projects AMS109

14 Professional Development Units
14 Education Hours



Overview

Today's fast-paced project environments, coupled with organizations where formal project management may not be its strong suit, are creating project lifecycles short on the necessary up-front planning. These accelerated life cycles can be the beginning of runaway (off-schedule, off-budget, and off-expectations) and distressed projects. This course addresses the initiation, analysis, organizational culture issues, recovery and control of distressed project efforts; focusing on where the project is in relation to its original goals/targets, realigning the project objectives and team (with the least amount of opposition and angst), and building a sound execution and control strategy to solidify the project's recovery and completion.

Learning Objectives

- Understand and define “distressed project” and the relevant benchmark attributes
- Identify early warning signs that a project may be in trouble
- Assess the current state of the project
 - Original Expectations, Deliverables, Goals and the current delta
 - Project Structure
 - Leadership: Project and Organizational
 - Roadblocks
- Identify and prioritize “then critical” and “now critical” deliverables
- Identify the project, product and managerial-based “corrective deliverables”
- Develop project execution plan elements for recovery
- Assess contractual issues and “path-forward” strategies
- Working with and developing third party consulting scope and strategies
- Validate recovery estimates, resource loading, budget and schedule
- Re-establish monitoring strategies and thresholds for budget and schedule issues
- Re-establish monitoring strategies and thresholds for risk management issues

Format

The format of the class is highly interactive and how-to oriented. Discussion of concepts and principles is followed by exercises. The emphasis is on the practical application and adaptation of selected tools and processes to projects. The course will utilize case study and actual project scenarios to illustrate concepts and apply tools.

Duration

Two days

Who Should Attend

Program and Project Managers responsible for project oversight, controls, analysis and recovery would benefit by taking this course.

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