
IT Project Management Course: Hybrid Delivery, Vendor Oversight and Release Readiness

2 – 6 May 2027
Doha





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Programme Summary

IT project management is the subject of this one-week training course for programme directors, delivery heads and PMO leaders at managerial level, ending in a delivery control pack for one live technology project. Technology projects fail at the joins: between methods, between client and supplier, and between build and live service. The programme moves from principles, through diagnosis of delivery risk, to design of controls for scope, suppliers and release, then to application on one project. Mars Training Centre UK delivers this IT project management programme for technology delivery functions across sectors.

The Business Case

Sponsors often learn of trouble late, when a requirement has drifted, a supplier has missed a dependency or a release is not ready for operations. Leaders who control these three points early can give the board an honest status and a credible recovery option. They also protect the live service from the project that is meant to improve it.

- Requirement Change Volume: Falls as scope changes pass a visible decision route.
- Supplier Milestone Slippage: Reduces as acceptance criteria and dependencies are agreed in the contract.
- Post-Release Incident Rate: Improves as go-live readiness is tested against agreed criteria.

Principles and Evidence Base

- ISO 21502: The guidance on project management frames the governance, planning and control topics in Sessions 1 and 3.
- PRINCE2 Agile: Its guidance on tailoring a controlled method to agile working shapes the hybrid delivery model built in Session 3.
- Waterfall, Agile and Hybrid methodologies: The contrast between them guides the method choice and the diagnosis of delivery risk in Sessions 1 and 2.

Intended Participants

- Programme directors who answer to a sponsor for several technology projects.
- Heads of delivery who allocate teams and manage supplier relationships.
- PMO leaders who set reporting, stage gates and assurance for technology work.
- Service transition and operations managers who accept projects into live service.

The programme serves banks, government entities, telecommunications operators, retailers and health systems.



Learning Outcomes

1. Participants will be able to evaluate which delivery method fits a technology project and where a hybrid approach is justified.
2. Participants will be able to diagnose scope and requirement drift from a project's change history.
3. Participants will be able to construct supplier oversight rules covering milestones, dependencies and acceptance.
4. Participants will be able to prioritise release readiness criteria for cutover and early live support.
5. Participants will be able to justify delivery governance decisions to a steering committee with evidence.
6. Participants will be able to design a delivery control pack for one live technology project.

Programme Structure

Day 1: IT Project Management Principles and Method Choice

Which delivery method fits this project, and who decides?

- Delivery Method Selection Grid
- ISO 21502 Governance Structure Map
- Sponsor and Steering Committee Role Chart
- PRINCE2 Agile Tailoring Principles
- Stage Gate Decision Criteria

Day 2: Diagnosing Scope, Requirements and Delivery Risk

Where is the project drifting from what the business asked for?

- Requirement Traceability Review
- Change Request History Analysis
- Dependency and Interface Map
- Technical Debt and Architecture Concern Log
- Delivery Risk Heat Map

Day 3: Designing Hybrid Delivery, Supplier Oversight and Governance

How are plans, suppliers and reporting joined into one control system?

- Hybrid Release Plan with Fixed and Flexible Elements
- Supplier Milestone and Acceptance Schedule
- Scope Change Control Procedure
- Steering Committee Dashboard Layout
- Assurance Review Calendar



Day 4: Designing Cutover and Release Readiness

Is the service ready to go live, and who confirms it?

- Cutover Plan with Rollback Triggers
- Go-Live Readiness Checklist
- Operational Acceptance Criteria
- Early Life Support Rota
- Post-Implementation Review Template

Day 5: Applying IT Project Management to One Live Project

Is the delivery control pack ready to put before the sponsor?

- Applying the Day 1 Method Grid to the Chosen Project
- Testing the Day 2 Drift Findings against Current Scope
- Checking the Day 3 Supplier Schedule for Gaps
- Rehearsing the Steering Committee Briefing
- Completing the Delivery Control Pack

Methodology

The programme uses case analysis built on anonymised project records, change logs and supplier schedules. Participants review a realistic project in small groups, compare the options open to the sponsor and defend a recommended course of action, with feedback from peers and the facilitator on each work product.

- Suggested activity: Reviewing a change log to find where scope moved without a decision.
- Suggested activity: Rewriting a supplier milestone schedule so that each payment depends on acceptance.
- Suggested activity: Running a mock go-live decision meeting against a readiness checklist.

Capstone Output

Each participant completes a delivery control pack for one live technology project. It holds a method choice note, a scope and change procedure, a supplier acceptance schedule, a cutover and readiness checklist and a steering committee briefing outline. The pack is used to reset governance on a running project and to brief the sponsor on remaining risk.



Frequently Asked Questions

Is IT project management suitable for directors who have run only one delivery method?

Yes. IT project management starts from method choice and assumes responsibility for technology projects or delivery teams, not prior experience of every method.

Which references does IT project management rest on?

IT project management rests on ISO 21502 guidance, PRINCE2 Agile guidance on tailoring and the contrast between waterfall, agile and hybrid methodologies.

How is the pack from IT project management used at work?

You use the delivery control pack to reset governance on a running project, agree acceptance with suppliers and brief the sponsor on release readiness.

How does IT project management differ from a programme on IT demand management?

IT project management controls delivery once a project is approved, while IT demand management decides which requests enter the pipeline and how they are funded.