

The one stop executive training & education centre



## Project Management Series

**Module 1:** Examination Preparatory Boot Camp

**Module 2:** Project Management Framework

**Module 3:** Project Integration & Communication

**Module 4:** Project Quality Management

**Module 5:** Project Risk & Cost Management

**Module 6:** 1-Day Essential Project Management

**Module 7:** 2-Day IT Project Management

**Module 8:** Microsoft Project 2007

**Module 9:** 2-Day Successful Project Management

**Module 10:** 3-Day ICT Project Management

**Module 11:** 3-Day Project Management

**Module 12:** 3-Day Practical Project Management  
(includes MS Project 2007 Lab Work)

**Module 13:** 1-Day Earned Value for Project  
Performance Analysis & Reporting

**Module 14:** 1-Day Essential ICT Project Management

**Module 15:** 1-Day Project Management Workshop for  
Senior Management

**Module 16:** 2-Day Advanced Project Management for  
Banking Projects

**Module 17:** 2-Day Managing Pharmaceutical Projects

**Module 18:** Microsoft Project 2003

**Module 19:** 2-Day Project Leadership, Team  
Development, Decision-Making & Communicating

**Module 20:** 2-Day Project Management for Advanced  
Practitioners

**Module 21:** 2-Day Project Management Workshop for  
Senior Management

**Module 22:** 2-Day Risk Management of Projects

**Module 23:** 2-Day Successful Project Management

**Module 24:** Using MS Project 2003/2007 for  
Managing Multiple Projects, Multiple Priorities,  
Earned Value Measurement and Analysis

**Module 25:** 3-Day Managing Multiple Projects of  
Multiple Priorities

**Module 26:** 3-Day Managing Projects

**Module 27:** 3-Day Microsoft® Project 2003 (Standard  
Version)

**Module 28:** 3-Day Project and Risk Managing  
Multiple Projects and Multiple Priorities

**Module 29:** 3-Day Project Management (Includes Ms  
Project 2003)

**Module 30:** 3-Day Project Management in OPG  
Industries

**Module 31:** 4-Day Managing Multiple Projects,  
Multiple Priorities, Decision-Making and  
Problem-Solving

**Module 32:** 4-Day OPG Project Management in OPG  
Industries (Includes Ms Project 2003)

**Module 33:** 5-Day IT Project Management

**Module 34:** 5-Day Successful Project Management

**Module 35:** 1/2-Day Project Management Workshop  
for Senior Management

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**KDU  
Management  
Development  
Centre**

**EXAMINATION PREPARATORY BOOT CAMP** *(5-days/35 hours)***Course Overview**

This course is intended for candidates undertaking or wish to undertake the Project Management Professional (PMP) examination. The course follows the Project Management Body Of Knowledge (PMBOK) 3rd Edition.

This course is ideal to candidates planning to take the computer-based examination on the following week. The title PMP is an internationally accepted recognition of project management knowledge and professionalism of the successful candidate. Simply put, this is a professional certification of the candidate in the area of project management.

Candidates may only apply to sit for the examination if they have obtained at least a university degree or equivalent, a minimum of 4,500 hours project management experience within 36 months (non-overlapping) prior of the application to sit for the examination, and at least 35 hours of Project Management education. Candidates who do not have a university degree may opt applying for the examination via increased demands on project management experience to 7,500 hours within 60 months (non-overlapping).

The examination may be taken at Prometric computer test centre, at a pre-appointed date and time, at your choice venue; that is, when the application to sit for the examination is successful confirmed through an eligibility letter. The examination consists of 200 multiple-choice answers (1 out of 4 is the right answer), and to be completed within 4 hours. Typically the passing mark is 61%.

Please find the necessary application form and verification form of project management experience in the Certification Handbook. Follow strictly the application instructions, and information you will need to submit with the application. You are recommended to submit the application online via <http://www.pmi.org>.

The cost for sitting for the examination per candidate is about US\$555 (non-PMI® member), and payment is made direct to the Project Management Institute, USA (please see PMP Certification Handbook found at [www.pmi.org](http://www.pmi.org) for complete details). However, it would still be cheaper if the candidate applies to be a PMI® member first, followed by applying to sit for the PMP® Examination. Membership application and pricing details at <http://www.pmi.org>.

**Training Approach**

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the pre-examination process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of simulated test questions, flash cards to help accelerate memory retention and learning, to aid in memory retention and reinforcing classroom materials after the program is completed. Also, by getting candidates to take on the role of setting examination questions would help them learn the process of examination setting and help build confidence. Moreover, this interaction makes classes enjoyable and motivational.

Candidates would be provided with text book, which is the PMBOK Guide containing all the important and essential facts, tips, and terminologies used in the PMP exam to help accelerate knowledge retention. The Facilitator will take them through discussion points and highlights of each PMP module, reinforced with a test of 15-20 key questions upon the completion of each module.

**Who Should Attend**

Project managers, team members, field staff members, project engineers, design engineers, project leaders, administrators, industrial engineers, program managers, manufacturing engineers, operations managers, functional managers, Information Technology professionals, R&D managers, marketing directors, and others involved directly or indirectly with projects in virtually every industry, and who needs a certification to give the professional recognition to bid for projects.

**The Course Structure**

This course is spread over a 5 days (Monday through Friday or Wednesday through Sunday, 9.00am through 5.00pm), with the intention to take the exam on the following week.

## EXAMINATION PREPARATORY BOOT CAMP *(5-days/35 hours)*

### Module Synopsis

- The Introduction provides key fundamentals of project management. Discover the basic facts of project management and its successful implementation, the project sponsor, the life cycle phases, and the main skills and expectations of project managers.
- Project Integration Management focuses on the importance of having project managers work across the organisational boundaries in order to be successful.
- Project Scope Management establishes the foundation of how to systematically identify the key deliverables of the project. After establishing a scope baseline, it is crucial to ensure that there will be a process for managing change.
- Project Time Management builds on the deliverables identified in the scope definition process. The project manager breaks these deliverables down further and then develops the project schedule.
- Project Cost Management covers establishing a project budget and understanding the different mechanisms used to estimate the cost of a given project.
- The new Project Control Management section stresses an integrated approach for controlling a project.
- Project Human Resources Management addresses the essential staffing and leadership issues for the project team.
- Project Risk Management is a critical area, which enables participants to comprehend what is needed in identifying risk events, analysing them, and strategies for handling them.
- Project Quality Management ensures there is a plan for managing, assuring, and controlling the project's quality.
- Project Procurement Management covers the essentials of procurement decisions, contract administration and closure principles.
- Project Communications Management helps participants understand project team communications issues and how to build consensus among various project groups.
- The new Professional Responsibility section outlines the behavioural and ethical aspects of professional project managers. This section enables project managers to exercise the proper judgement in their decision-making process.
- The last portion of the program is dedicated to answering participants' questions and administering a sample final exam that integrates all modules.
- Discussions of case studies and exercises emphasise the learning across the five process areas and the professional responsibility domain.

### Training Approach

- |  |   |
|--|---|
| ■ <b>MODULE 1:</b> Introduction                      | ■ <b>MODULE 8:</b> Project Risk Management            |
| ■ <b>MODULE 2:</b> Project Integration Management    | ■ <b>MODULE 9:</b> Project Quality Management         |
| ■ <b>MODULE 3:</b> Project Scope Management          | ■ <b>MODULE 10:</b> Project Procurement Management    |
| ■ <b>MODULE 4:</b> Project Time Management           | ■ <b>MODULE 11:</b> Project Communications Management |
| ■ <b>MODULE 5:</b> Project Cost Management           | ■ <b>MODULE 12:</b> Professional Responsibility       |
| ■ <b>MODULE 6:</b> Project Control                   | ■ <b>MODULE 13:</b> PMP® Preparation                  |
| ■ <b>MODULE 7:</b> Project Human Resource Management |   |

### Who Should Attend

Pre-requisites: To those who are keen on taking the PMP Examination, you'll need to satisfy a pre-requirement of 35 hours Project Management Education and at least 4,500 hours of project-related work experience over a period of no more than 6 years before the date of the intended examination. Information on the prestigious PMP certification can be found at [www.pmi.org](http://www.pmi.org)

## PROJECT MANAGEMENT FRAMEWORK *(3-day Workshop)*

### Course Overview

Highlights the role of project management and project managers in an organisation's strategic and operational success as a professional discipline.

**Unit 1:** Projects In Contemporary Organisation - Critically discusses the changing nature and contribution of project management in contemporary organisations and their strategies.

**Unit 2:** Project Selection - Explores approaches and techniques organisations use to select projects.

**Unit 3:** Project Organisation - Introduces participants to the various types of organisation structures relevant for projects and their characteristics.

**Unit 4:** The Project Manager - Examines the multiple roles of a project manager in a unique discipline.

**Unit 5:** Professional Responsibilities - Introduces participants to the professional responsibilities of the project manager.

## PROJECT INTEGRATION & COMMUNICATION *(3-day Workshop)*

### Course Overview

Study of the critical issues relating to project integration; in which the various elements of a project need to be properly coordinated. These include the way the project is organised at the corporate and team levels and the detailed planning and scheduling of the project activities.

**Unit 1:** Project Planning - Participants will learn the various approaches and methods of developing effective project plans. Common pitfalls of project planning will be emphasized.

**Unit 2:** Project Selection - Participants will learn methods of project scheduling and their impact on other aspects of the project and those of other projects.

**Unit 3:** Project Organisation - Participants will appreciate the complexity of the communications requirements in the project work environment and the corresponding need for communications planning, information distribution, and performance reporting.

## PROJECT QUALITY MANAGEMENT *(3-day Workshop)*

### Course Overview

Study of the issues and techniques pertaining to the Triple Constraints of Project Management (Performance, Cost, and Time) and their relationship to the human resource function. Critical application of quality management principles underpinning effective project management.

- Unit 1:** Project Quality Management - Participants will learn the fundamental principles of quality management and their applications to projects. Total Quality Management, Six Sigma, Quality Tools, Quality Costs, Process Capability Studies, Statistical Process Control, International Standards (ISO 9001:2000), will be covered.
- Unit 2:** Contracts and Procurement - Participants will learn the principles applicable to project procurement and their relevance to effective project management .
- Unit 3:** Project Human Resource Management - Examines the issues relating to project staffing, team formation and development, team dynamics, leadership and motivation, and conflict management.

## PROJECT RISK & COST MANAGEMENT *(3-day Workshop)*

### Course Overview

Study of the principles and techniques pertaining to project risk and project costs.

- Unit 1:** Project Risk Management - Participants will learn the principles and techniques relating to the systematic process of identifying, analysing, and responding to project risk.
- Unit 2:** Pricing and Estimating - Participants will learn the various approaches and techniques pertaining to project cost estimating and pricing.
- Unit 3:** Project Cost Control - Participants will learn the principles and techniques relating to cost control and associated issues such as budgeting, decision making, and reporting; and their implications on the management of the project.

## 1-DAY ESSENTIAL PROJECT MANAGEMENT

*(for IT and non-IT professional engaging in IT-related projects)*

### Course Overview

***Suitable for participants who have some or no project management knowledge for immediate project management application.***

This course is intended for executives in technical and non-technical work areas, who need to acquire working knowledge and skill in planning, monitoring or tracking, measuring the implementation of projects. Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is carefully designed to provide the best mix of experience, minimal theory and maximum practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through “hands on” action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

***Participants are encouraged to bring their projects to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them.***

### Objectives

To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.

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

- Have comprehensive understanding of the various processes of project management.
- Evaluate risk management planning of projects.
- Determine task/project durations, and costs.
- Determine which task(s) has overwhelming influence in project duration.
- Track project progress, and spot problem areas.
- Have a working set of project management tools and techniques for monitoring project progress - appreciate the use of MS Project 2007 for planning, scheduling and tracking project progress.

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

### Who Can Benefit

Those who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring, and reporting the implementation progress of projects. Examples, case studies and templates are provided.

### Methodology

Presentation, case studies, and hands-on activities.

## 2-DAY IT PROJECT MANAGEMENT

(for IT and non-IT professionals engaging in IT-related projects)

### Course Overview

#### **Suitable for participants who have little or no project management knowledge**

This course is intended for managers and executives in IT as well as participants of IT projects from business, operations, engineering, technical support and consulting, who need to acquire a high competency in IT project management, project control and documentation tools and processes. The entire course content is compliant with the standard Project Management Body of Knowledge (PMBOK) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management (suitable for participants from IT and non-IT backgrounds) as a system of procedures and controls that can regulate and stabilize project controls, through the use of project management methodology, tools and techniques. A demonstration of a Project Management Information System (PROMISE) is included.

This project management course is carefully designed to provide the best mix of experience, theory and practice in an adult-learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through “hands-on” action learning. Project management planning using Microsoft Project will be shown to reinforce the learning (participants may bring their notebook PCs with MS Project although this is not necessary). Throughout the course will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**Participants are encouraged to bring their IT projects to the session. The use of project management software and techniques will be used to help participants better understand project management concepts. Project management documentation such as templates, forms and checklists are provided in the course material. These are also available online from [www.projectxcess.com](http://www.projectxcess.com) and the participant may freely use or modify them for use in the organisation.**

### Objectives

- Instilling Project Management lifecycle, methodology and terminologies, and making it the backbone of any IT project organization.
- Clarifying the roles of senior management, project manager, team members and suppliers.
- Understanding stakeholder influences and resolving conflicts in a project.
- Conducting systematic and structured project scoping, scheduling and costing.
- Understanding why and how project feasibility studies are conducted.
- Making accurate task duration and cost estimations for various IT cost components, even when using uncertain information - determining worst-case, best case and most likely case for task/project durations, and costs.
- Identifying and determining performance metrics for project tracking in an IT project.
- Tracking project progress and making project reports – using network, milestone and Gantt chart diagramming.
- Appreciating MS Project for planning, scheduling and tracking project progress.

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

- Have comprehensive understanding of the various processes of IT project management.
- Have comprehensive application knowledge about the Project Management Body of Knowledge (PMBOK).
- Have an advanced set of project management tools and techniques for immediate IT project application at the workplace.
- Participants will have a ready set of working templates, forms and checklists relevant for use in projects at their place of work.

### Who Can Benefit

Managers and executives who are directly involved in planning and implementation of any kind of IT projects, and those requiring an advance set of tools to assist in schedule and cost planning, risk assessment and risk management.

## 2-DAY MICROSOFT PROJECT 2007

### Course Overview

#### ***Suitable for participants who have little or no project management knowledge***

This course is intended for anyone who needs to acquire quick working knowledge of Microsoft Project 2007. The course is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of software project management. Emphasis is on practical applications through “hands on” action learning. This will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

***Participants are encouraged to bring their projects to the session. The use of project management software (MS Project 2007) and techniques will be taught.***

### Objectives

- Provide participants quick working knowledge of Microsoft Project 2007.
- Sufficient knowledge to start a project: schedule and administer timelines, cost, and track project progress.
- Reading project performance “warning signals” during project execution.

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

- Have working knowledge about the project management process.
- Have a set of project management tools, techniques and system for immediate application at the workplace

### Methodology

Presentation, Microsoft Project 2007 hands-on sessions, case studies and examples, team exercises.

### Who Can Benefit

Anyone who are directly or indirectly involved in budgeting, estimating, planning, execution and control of projects.

## 2-DAY SUCCESSFUL PROJECT MANAGEMENT

### Course Overview

#### ***Suitable for participants who have little or no project management knowledge***

This course is intended for executives in technical and non-technical work areas, who need to acquire working knowledge and skill in planning, monitoring or tracking, measuring the implementation of client's projects (for both generic, engineering, and IT specific projects). Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

***Participants are encouraged to bring their projects to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them. Ample case studies, examples and interactive individual/group exercises are provided.***

### Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.

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

- Have comprehensive understanding of the various processes of project management.
- Evaluate risk management planning of projects.
- Determine task/project durations, and costs.
- Determine which task(s) has overwhelming influence in project duration.
- Track project progress and making project reports.
- Have a working set of project management tools and techniques for monitoring project progress - appreciate use of MS Project 2007 for planning, scheduling and tracking project progress.

## 3-DAY ICT PROJECT MANAGEMENT

### Course Overview

#### **Suitable for participants who have some ICT project management knowledge**

This course is intended for managers and executives in ICT technical (e.g. engineering, technical support, consulting) who need to acquire a high competency in ICT project management, project control and documentation tools and processes. The entire course content is compliant with the standard Project Management Body of Knowledge (PMBOK) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management (suitable for participants from ICT and non-ICT backgrounds) as a system of procedures and controls that can regulate and stabilize project controls, through the use of the right project management methodology, tools and techniques. A demonstration of a Project Management Information System (PROMISE) is included, and sufficient information is provided in discussions on how to set up a Project Management Office.

This project management course is carefully designed to provide the best mix of experience, theory and practice in an adult-learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through “hands-on” action learning. Project management planning using Microsoft Project will be shown to reinforce the learning (participants may bring their PCs with MS Project although this is not necessary). Throughout the course will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**Participants are encouraged to bring their ICT projects to the session. The use of project management software and techniques will be used to help participants better understand project management concepts. Project management documentation such as templates, forms and checklists are provided in the course material, and are downloadable online; and the participant may freely use or modify them for use in his/her organisation.**

### Objectives

- Instilling Project Management lifecycle, methodology and terminologies, and making it the backbone of any IT project organization.
- Clarifying the roles of senior management, project manager, team members and suppliers.
- Understanding stakeholder influences and resolving conflicts in a project.
- Conducting systematic and structured project scoping, scheduling and costing.
- Understanding why and how project feasibility studies are conducted.
- Making accurate task duration and cost estimations for various ICT cost components, even when using uncertain information - determining worst-case, best case and most likely case for task/project durations, and costs.
- Identifying and determining performance metrics for project tracking in an ICT project.
- Tracking project progress and making project reports – using network, milestone and Gantt chart diagramming.
- Appreciating MS Project for planning, scheduling and tracking project progress.
- Using Earned Value Management technique to analyze schedule and cost management performance of a project.
- Establishing a Project Management Office (PMO) and its roles.
- Simulating project risks and uncertainties using the Monte-Carlo technique.

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

- Have comprehensive understanding of the various processes of ICT project management.
- Have comprehensive application knowledge about the Project Management Body of Knowledge (PMBOK).
- Have an advanced set of project management tools and techniques for immediate ICT project application at the workplace.
- Participants will have a ready set of working templates, forms and checklists relevant for use in projects at their place of work.

### Who Can Benefit

Managers and executives who are directly involved in planning and implementation of any kind of ICT projects, and those requiring an advance set of tools to assist in cost estimation, cost tracking, procurement, contract, risk assessment and management, quality control and scope verification.

## 3-DAY PROJECT MANAGEMENT

### Course Overview

***Suitable for participants who have some or no project management knowledge for immediate project management application.***

This course is intended for managers and executives in technical and non-technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of client's projects (for both generic, engineering, and IT specific projects). Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

### Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.
- Exercise the required soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Evaluate risk management planning of projects.
- Determine worst-case, best case and most likely case for task/project durations, and costs.
- Simulating project risks and uncertainties using Monte-Carlo technique.
- Determine which task(s) has overwhelming influence in project duration and costs.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Appreciate MS Project 2003 for planning, scheduling and tracking project progress.

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

### Who Can Benefit

Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects.

### Methodology

Presentation, case studies, and hands-on activities.

**3-DAY PRACTICAL PROJECT MANAGEMENT** (includes MS PROJECT 2007 Lab Work)**Course Overview**

**Suitable for participants who have some or no project management knowledge.**

This course is intended for managers and executives in technical and non-technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of client's projects (for both generic, engineering, and IT specific projects). Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning. Project management using Microsoft Project 2007 will be taught.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

**Objectives**

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.
- Exercise the required soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Evaluate risk management planning of projects.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Use MS Project 2007 for planning, scheduling and tracking project progress

**Training Approach**

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

**Methodology**

Presentation, MS Excel, Microsoft Project 2007 project management software appreciation (participants are to bring own notebooks running on at least Windows XP), case studies, and hands-on activities.

**Who Can Benefit**

Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects.

## 1-DAY EARNED VALUE FOR PROJECT PERFORMANCE ANALYSIS & REPORTING

### Course Overview

**Suitable for participants who have some or no project management knowledge for immediate project management application.**

This course is intended for managers and executives in technical and non-technical work areas, who need to acquire a high competency in project control and documentation tools for responding to project performance schedule and cost expenditure variances from the plan. The entire course content is compliant with the standard Project Management Body of Knowledge (PMBOK2000) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management reporting using Earned Value Analysis (EVA) as a analytical and reporting system that can regulate and stabilise project schedule and cost performance variances or deviations.

This project management course is carefully designed to provide the best mix of experience, theory and practice in an adult-learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through “hands-on” action learning.

Throughout the course will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**Participants are encouraged to bring their projects to the session. The use of project management software and techniques will be used to help participants better understand key concepts. Project management documentation such as templates, forms and checklists are provided in the course material, and are downloadable online; and the participant may freely use or modify them for use in his organisation.**

### Objectives

- To conduct project controls using advanced tools like Earned Value Analysis, as an addition to the Gantt Chart.

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

- Have an advanced set of project management tools and techniques for immediate project reporting and analysis.
- Participants will have a ready set of working templates for use in projects at their place of work.

### Course Outline

- ▶ Earned Value Analysis & Variance In Project Control
  - What Is Earned Value Analysis?
 The Three Essential Project Performance Indicators:
  - Planned Value
  - Earned Value
  - Actual Cost
- ▶ Forecasting:
  - Project Estimated Completion Date
  - Project Estimated Completion Cost
- ▶ Case Study: Fibre Optic Installation Project
- ▶ Putting It All Together:
  - Construct A Project Expenditure Spreadsheet (In MS Excel)
  - Construct A EVA Chart For Reporting Project Performance
- ▶ Implementing EVA In Your Organisation
  - Understanding The Need For Real-Time Project Costing Data
  - Making Good With The Available Reporting Structure
  - EVA Complements The Gantt Chart

### Who Can Benefit

Managers and executives who are directly involved in reporting project performance, and/or responding to project performance variances or deviations.

## 1-DAY ESSENTIAL ICT PROJECT MANAGEMENT

### Course Overview

***Suitable for ICT project participants who have some or no project management knowledge for immediate project management application.***

This course is intended for executives in technical ICT work areas, who need to acquire working knowledge and skill in planning, monitoring or tracking, measuring the implementation of ICT projects. Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is carefully designed to provide the best mix of experience, minimal theory and maximum practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on immediate practical applications through “hands on” action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

***Participants are encouraged to bring their ICT projects to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them.***

### Objectives

- To understand the use of ICT project management tools for initiating, planning, executing, controlling and closing projects.

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

- Have comprehensive understanding of the various processes of project management.
- Determine task/project durations, and costs.
- Determine which task(s) has overwhelming influence in project duration.
- Track project progress, and spot problem areas.
- Have a working set of project management tools and techniques for monitoring project progress - appreciate the use of MS Project 2003 for planning, scheduling and tracking project progress.

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

### Who Can Benefit

Those who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring, and reporting the implementation progress of projects. Examples, case studies and templates are provided.

### Methodology

Presentation, case studies, and hands-on activities.

## 1-DAY PROJECT MANAGEMENT WORKSHOP FOR SENIOR MANAGEMENT

### Course Overview

This course is intended for senior managers of project organisations to manage on a macro-level projects. Senior management issues and considerations to streamline project operations and improve accountability and standardisation, including having a common project management language.

### Objectives

- To check and determine existing project management system of processes are adequate for business need of the project organisation.
- Embrace world-accepted project management standard and guidelines.
- Recognise roles, and provide support to project teams.

### Training Approach

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects.

### Methodology

Presentation and real case studies.

### Course Outline

#### Management considerations on:

- Functional-matrix-projectised organisation hierarchies.
- Roles and responsibilities
- Project management stakeholders and their implications on projects.
- Stakeholder conflicts of interest, and how to resolve them.
- Executive support for projects.
- Executive management leadership in projects.
- Setting up a Project Management Office (PMO), and its roles.

#### The recognised standard in Project Management system and processes:

- The project life cycle – initiation - planning - execution - control - closeout phases.
- The nine knowledge areas within PMBOK – scope, time, cost, quality, risk, human resource, communications, procurement, and integration.
- Corporate standard/guidelines for Project Management.

#### Executive management role in projects:

- Defining executive management, project manager and team member roles, accountability, and responsibilities.
- Determining the project team - selecting project manager and team members – personality profiling to match job requirements using McClelland three needs theory.
- Coaching and mentoring, including team development initiatives.
- Project risk management - planning for risk with contingency (risk management plan and risk management strategies).
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).

#### Understanding performance tracking reporting using Earned Value Analysis.

#### Project Management Failure And Success (Malaysia/International) Case Studies.

#### Project Management Issues.

## 2-DAY ADVANCED PROJECT MANAGEMENT FOR BANKING PROJECTS (with special emphasis in risk management simulation)

### Course Overview

***Suitable only for participants who have already intermediate-level project management knowledge.***

This course is intended for managers and executives in IT and financial and business work areas (e.g. sales, marketing, business development, customer service) in the banking line, who need to acquire a high and advanced competency in project management, project control and documentation tools and processes. The entire course content is compliant with the standard Project Management Body of Knowledge (PMBOK) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management as a system of procedures and controls that can regulate and stabilize project controls, through the use of the right project management methodology, tools and techniques. A demonstration of a Project Management Information System (PROMISE) is included, and sufficient information is provided in discussions on how to set up a Project Management Office within a banking environment.

This project management course is carefully designed to provide the best mix of experience, theory and practice in an adult-learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through “hands-on” action learning. Project management planning using Microsoft Project will be shown to reinforce the learning. Throughout the course will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

***Participants are encouraged to bring their banking projects to the session. The use of project management software and techniques will be used to help participants better understand project management concepts. Project management documentation such as templates, forms and checklists are provided in the course material, and are downloadable online; and the participant may freely use or modify them for use in his/her organisation.***

### Objectives

- Instilling Project Management lifecycle, methodology and terminologies, and making it the backbone of any banking project organization.
- Clarifying the roles of senior management, project manager, team members and suppliers.
- Understanding stakeholder influences.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Making accurate and perform Monte-Carlo simulation of task duration and cost estimations for various project cost components when using uncertain information - determining worst-case, best case and most likely case for task/project durations, and costs.
- Simulating project risks and uncertainties using the Monte-Carlo technique.
- Using Earned Value Management technique to analyze schedule and cost management performance of a project.
- Establishing a Project Management Office (PMO) and its roles.
- Understanding the project leadership styles and team development phases.

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

- Have an advanced set of project management tools and techniques for immediate project application at the workplace.
- Lead the project and develop team according to the project climate and situation.
- Participants will have a ready set of working templates, forms and checklists relevant for use in projects at their place of work.
- Simulate uncertain events leading to understanding the best case, most likely and worst case scenarios.

## 2-DAY ADVANCED PROJECT MANAGEMENT FOR BANKING PROJECTS (with special emphasis in risk management simulation) - Cont.

### Course Outline

#### PROJECT MANAGEMENT BACKGROUND

- The Project Management Body of Knowledge (PMBOK) guidelines to project management, systems and processes.
- Motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- About Project Management Office (PMO), setting up, and its roles and responsibilities.

#### INITIATING PHASE

- Defining project needs, functional and technical requirements (using the S.M.A.R.T. technique)

#### PLANNING PHASE

- Developing a Work Breakdown Structure (WBS) from the project scope requirements.  
Activity: constructing a WBS.
- Develop a Task List from the WBS.  
Activity: constructing a Task List.
- Detailing resources and cost listings – human, material, facility, equipment, etc.; resource effort, quantities and costs.  
Activity: creating a Resource Requirements list.
- Task sequencing using network diagramming technique
- Assigning task duration and predecessors, and work estimating.
- Simulating best case, most likely, and worst case scenarios for project duration and project cost using Monte-Carlo technique.
- Identifying critical resources influencing project duration and costs – using Monte-Carlo simulation and Tornado Diagramming technique.
- Planning for project risks – risk identification, assessment, and responses.  
Activity: risk management planning.
- Planning for risk with contingency budget
- Quality planning tools and techniques: problem-solving and decision-making.
- The quality cost categories.  
Activity: using quality tools.

#### MONITORING & CONTROLLING PHASE

- The change control system – change request, change control board, change impact assessment approve/disapprove, change implementation schedule, and updating configuration documents.
- Control schedule and cost variances against baselines by using EVM technique.

#### PROJECT CASE STUDIES

- Mobile Field Sales Force Automation using PDA & GPRS wireless technology.
- Web-Enabled Project Management Information System.
- Real Cases (Stories) on Challenges: Deployment and change management, change of user groups and effect on project, a new project manager facing difficulties to get team support and loyalty, project managers being treated like project administrators by the CEO, and many others.
- Situational project cases (similar to the PMP examination questioning format).

### Who Can Benefit

Managers and executives who are directly involved in planning and implementation of any kind of projects, or setting up a Project Management Office within a banking environment, and those requiring an advance set of tools to assist in duration estimating, cost estimating, schedule and cost tracking, risk assessment and risk management.

#### **Companies who had benefited from a similar in-house course:**

- Mayban Life International (Offshore life insurance & mutual fund subsidiary of Malayan Banking Berhad).
- Mayban Finance (Financial institution of Malayan Banking Berhad)

#### **Companies who had benefited from a similar public course:** (Financial & Insurance Industries)

Abu Dhabi Investment Authority (UAE), Al Rajhi Bank (Saudi Arabia), Amlak Finance PJSC (UAE), Arab Islamic Bank (Jordan), Arcoma Arabia Commercial Agency (Saudi Arabia), Bank Dhofar (Oman), Bank of Bahrain & Kuwait BSC (Bahrain), Chamber of Commerce & Industry (Saudi Arabia), Commercial Bank of Kuwait, EON Bank, Gulf Industrial Investments Company (Bahrain), Institute of Banks (Oman), Islamic Development Bank (Saudi Arabia), Jerneh Insurance, Kuwait Investment Company (Kuwait), Libyan Arab Foreign Bank, National Bank of Abu Dhabi (UAE), National Commercial Bank (Saudi Arabia), Riyal Bank (Saudi Arabia), Saudi Hollandi Bank (Saudi Arabia), Saudi Industrial Development Fund (Saudi Arabia), Saudi Arabia General Investment Authority SAGIA (Saudi Arabia), Standard Chartered Bank Malaysia (Corporate & Institutional Banking), Talasco Insurance, United Finance Company (Oman)

## 2-DAY MANAGING PHARMACEUTICAL PROJECTS

### Course Overview

**Suitable for participants who have some or no project management knowledge in Managing Pharmaceutical Projects.**

This course is intended for managers and executives in technical and non-technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of pharmaceutical projects and supporting projects. Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through “hands on” action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

**Participants are encouraged to bring their projects (e.g. GMP certification, R&D, Clinical Tests, Validation, Manufacturing, and Marketing & New Product Launches) to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them. Ample case studies, examples and interactive individual/group exercises are provided.**

*Disclaimer: The course facilitator does not have a pharmaceutical industry working experience, and neither does he have a pharmaceutical-related degree qualification. He has worked with bio-tech (Novozymes, Beijing producing enzymes), nutritional (Nestle Indonesia, Wyeth Malaysia), and pharmaceutical (Wyeth Malaysia) companies to produce in-house training courses in pharmaceutical-related (including IT and support functions like logistics and marketing) project management. Public course participants who had benefited from a similar course includes staffs of Bristol-Myers Squibb (Egypt), GlaxoSmithKline (Malaysia), UCB Pharma Asia Pacific (Malaysia).*

### Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.
- Exercise the required soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Evaluate risk management planning of projects.
- Determine worst-case, best case and most likely case for task/project durations, and costs.
- Simulating project risks and uncertainties using Monte-Carlo technique.
- Determine which task(s) has overwhelming influence in project duration and costs.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Appreciate MS Project 2003 for planning, scheduling and tracking project progress.

## 2-DAY MANAGING PHARMACEUTICAL PROJECTS (cont.)

### Course Overview

#### Project Management Background

- The time-cost-quality & project scope triangle. Project management stakeholders and their implications on projects.
- Stakeholder conflicts of interest, and how to resolve them.
- Motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Project management context and roles.
- The project life cycle – initiating-planning-executing-controlling-closing phases.

#### Project Initialising Process

- Project manager and team member roles, accountability, and responsibilities.
- Defining project needs, functional and technical requirements.
- Defining measurable objectives to meet project requirements (scoping).
- Developing the project charter.
- Initial cost estimates (order-of-magnitude/top-down/budget estimation techniques).
- Project feasibility studies

#### Project Planning Process

- Scope definition & planning.
  - ▶ Activity: creating a project charter.
- Work breakdown structure (WBS).
  - ▶ Activity: constructing a WBS.
- Task listing.
  - ▶ Activity: constructing a task list.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).
  - ▶ Activity: constructing a Gantt chart and a milestone chart of a project.
- Understanding Critical Path Method.

#### Resource listing – human, material, facility, equipment, etc.

- Identifying controllable costs – direct and indirect costs.
- Activity: creating a resource list.
- Using bottom-up estimates for scheduling and cost control.
- Time-phased distribution of costs – cumulative cost curve (S-curve).
- Project risk management.
- Planning for risk with contingency (risk management plan and risk management strategies).

#### Project Execution Process

- Executing the project plan.
- Tracking project schedule progress using Gantt Chart.
  - ▶ Activity: Using project management software to track project progress.
  - ▶ Activity: Gantt Chart and project progress.
- Tracking schedule and cost using Earned Value Analysis technique.
  - ▶ Activity: EVA game.
- Performance reporting using Earned Value Analysis technique.
  - ▶ Activity: Earned Value analysis and reporting game.
- Control schedule and cost using Earned Value Analysis technique.

#### Project Control Process

- Change control system – change request, change control board, change impact assessment approve/disapprove, change implementation schedule, and updating configuration documents.

#### Project Closeout Process

- Administrative close-out checklist.
  - ▶ Activity: Product verification (formal acceptance and handover sign-offs), closing project books, post-mortem, documenting lessons learned, archiving project documents, disbanding, rewarding and thanking the team.
- Contract close-out administration checklist.
  - ▶ Activity: Scope verification of supplier deliverables (as per contract), document lessons learned, closing the contract, and thanking the supplier.

### Who Can Benefit

Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects. Examples, case studies and project documentation templates are provided.

### Methodology

Presentation, case studies, and hands-on activities.

## MICROSOFT PROJECT 2003

### Course Overview

#### **Suitable for participants who have some or no project management knowledge**

This course is intended for anyone who needs to acquire quick working knowledge of Microsoft Project 2003. The course is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of software project management. Emphasis is on practical applications through “hands on” action learning. This will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**Participants are encouraged to bring their projects to the session. The use of project management software (MS Project 2003) and techniques will be taught.**

### Objectives

- Provide participants quick working knowledge of Microsoft Project 2003.
- Sufficient knowledge to start a project: schedule and administer timelines, cost, and track project progress.
- Reading project performance “warning signals” during project execution.

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

- Have working knowledge about the project management process.
- Have a set of project management tools, techniques and system for immediate application at the workplace.

### Course Outline

#### **Project Management Basics**

Time-cost-quality & project scope triangle, About MS Project 2003, Explore Project, Create a New Project, Set the Standard Calendar, Construct a Work Breakdown Structure.

#### **Managing Tasks**

Construct a Task List, Enter Tasks, Edit and Organise Tasks, Outline Tasks, Create a Work Calendar.

#### **Managing Time**

Set Task Durations, Link Tasks, Create Task Relationships, Use Lag and Lead Time, Set Constraints and Deadlines, Create a Recurring Task, Split Tasks, Determine the Critical Tasks and Path.

#### **Managing Resources**

Construct a Resource List, Assign Resources, Assign Costs to Resources, Levelling Resource Loads, Overtime.

#### **Tracking and Supervising**

Save a Baseline, Enter Task Actual Start/Finish, Actual Task Cost, Manage Task Progress, Analyse Resource Allocations.

#### **Views and Reports**

Work with Reports, Preview a Report, Create a Custom Report, Create a Chart with MS Excel.

#### **Case Study (or Client's own Project)**

### Who Can Benefit

Anyone who are directly or indirectly involved in budgeting, estimating, planning, execution and control of projects.

### Methodology

Presentation, Microsoft Project 2003 hands-on sessions, case studies and examples, team exercises.

## 2-DAY PROJECT LEADERSHIP, TEAM DEVELOPMENT, DECISION-MAKING AND COMMUNICATING

### Course Overview

#### *Suitable for Project Managers only.*

It is clear that leadership is important to the success of a project because leadership is essentially about motivating people. Simply put is like getting people to work for you. In the planning phases of the project, the project leader conducts the project team and other main project stakeholders through formal and informal decision making in order to achieve agreed goals and objectives. This also calls to form the essential basis for effective team development. To get a project started off right, the project manager must first become a leader, and that the style of leadership does need to change as the project progresses through its life cycle, and as the team matures.

As a participant, everyone will undergo a self-assessment of his/her leadership skills, then master the basics of these leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating and leading change.

The course is carefully designed to provide the best mix of experience, minimal theory and maximum practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of key concepts. Emphasis is on immediate practical applications through “hands on” action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

### Objectives

- Know the delicate task of leading project teams including other project stakeholders.
- Know and apply skills in leading a project team, pacing the team through team development and motivating them, effective team communicating, as well making quick decisions.

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

- Learn how to empower oneself and other team members through more effective negotiation based on an understanding of the differences between competitive and collaborative negotiation approaches
- Gain an appreciation of the importance of a collaborative “win/win” negotiation process.
- Gain a clear understanding of why communication is so important—regardless of how a project is organised.
- Discover how business and personal ethics can influence the leadership style and personality, and how his/her own

### Training Approach

- |  |                           |
|--|---------------------------|
| ■ Leadership and Management  | ■ Leading Effective Teams |
| ■ Motivating   | ■ Ethics and Leadership   |
| ■ Negotiating Conflict   | ■ Making Decisions        |
| ■ More Project Case Scenarios involving project team and their development |                           |

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

### Methodology

Presentation, case studies, and group activities.

## 2-DAY PROJECT MANAGEMENT FOR ADVANCED PRACTITIONERS

### Course Overview

#### **Suitable only for participants who have intermediate-level project management knowledge**

This course is intended for managers and executives in IT or technical (e.g. engineering, technical support, consulting) and non-technical work areas (e.g. sales, marketing, business development, customer service), who need to acquire a high and advanced competency in project management, project control and documentation tools and processes. The entire course content is compliant with the standard Project Management Body of Knowledge (PMBOK) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management as a system of procedures and controls that can regulate and stabilize project controls, through the use of the right project management methodology, tools and techniques. A demonstration of a Project Management Information System (PROMISE) is included, and sufficient information is provided in discussions on how to set up a Project Management Office.

This project management course is carefully designed to provide the best mix of experience, theory and practice in an adult-learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through “hands-on” action learning. Project management planning using Microsoft Project will be shown to reinforce the learning. Throughout the course will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**Participants are encouraged to bring their projects to the session. The use of project management software and techniques will be used to help participants better understand project management concepts. Project management documentation such as templates, forms and checklists are provided in the course material, and are downloadable online; and the participant may freely use or modify them for use in his/her organisation.**

### Objectives

- Instilling Project Management lifecycle, methodology and terminologies, and making it the backbone of any IT project organization.
- Clarifying the roles of senior management, project manager, team members and suppliers.
- Understanding stakeholder influences.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Making accurate and perform Monte-Carlo simulation of task duration and cost estimations for various IT cost components when using uncertain information - determining worst-case, best case and most likely case for task/project durations, and costs.
- Simulating project risks and uncertainties using the Monte-Carlo technique.
- Using Earned Value Management technique to analyze schedule and cost management performance of a project.
- Establishing a Project Management Office (PMO) and its roles.
- Understanding the project leadership styles and team development phases.

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

- Have an advanced set of project management tools and techniques for immediate project application at the workplace.
- Lead the project and develop team according to the project climate and situation.
- Participants will have a ready set of working templates, forms and checklists relevant for use in projects at their place of work.

### Who Can Benefit

Managers and executives who are directly involved in planning and implementation of any kind of projects, or setting up a Project Management Office, and those requiring an advance set of tools to assist in cost estimation, cost tracking, procurement, contract, risk assessment and management, quality control and scope verification.

## 2-DAY PROJECT MANAGEMENT FOR ADVANCED PRACTITIONERS (cont.)

### Course Outline

#### PROJECT MANAGEMENT BACKGROUND

- The Project Management Body of Knowledge (PMBOK) guidelines to project management, systems and processes.
- Exercising soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- About Project Management Office (PMO), setting up, and its roles and responsibilities.

#### INITIATING PHASE

- Defining project needs, functional and technical requirements (using the S.M.A.R.T. technique)

#### PLANNING PHASE

- Developing a Work Breakdown Structure (WBS) from the project scope requirements.
  - ▶ Activity: constructing a WBS.
- Develop a Task List from the WBS.
  - ▶ Activity: constructing a Task List.
- Detailing resources and cost listings – human, material, facility, equipment, etc.; resource effort, quantities and costs.
  - ▶ Activity: creating a Resource Requirements list.
- Task sequencing using network diagramming technique – including tasks required in an IT conversion or deployment.
- Assigning task duration and predecessors, and work estimating.
- Simulating best case, most likely, and worst case scenarios for project duration and project cost using Monte-Carlo technique.
- Identifying critical resources influencing project duration and costs – using Monte-Carlo simulation and Tornado Diagramming technique.
- Planning for project risks – risk identification, assessment, and responses.
  - ▶ Activity: risk management planning.
- Planning for risk with contingency budget
- Quality planning tools and techniques: problem-solving and decision-making.
- The quality cost categories.
  - ▶ Activity: using quality tools.

#### EXECUTING PHASE

- Tracking schedule and cost (expenditures) using Earned Value Management (EVM) technique.
  - ▶ Activity: EVM Game.
- Performance reporting using EVM technique.
  - ▶ Activity: EVM reporting.
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).
- Work-around risk responses (for risks unidentified in risk management plan).
- Risk monitoring.
  - ▶ Activity: Risk response activation and rules.
- Quality assurance and audit.

#### MONITORING & CONTROLLING PHASE

- The change control system – change request, change control board, change impact assessment approve/disapprove, change implementation schedule, and updating configuration documents.
- Control schedule and cost variances against baselines by using EVM technique.
- Quality control tools and techniques.

#### Project Case Studies

- Mobile Field Sales Force Automation using PDA & GPRS wireless technology.
- Web-Enabled Project Management Information System.
- Real Cases (Stories) on Challenges: System deployment and change management, change of user groups and effect on project, a new project manager facing difficulties to get team support and loyalty, project managers being treated like project administrators by the CEO, and many others.
- Situational project cases (similar to the PMP examination questioning format).

## 2-DAY PROJECT MANAGEMENT WORKSHOP FOR SENIOR MANAGEMENT

### Course Overview

This course is intended for senior managers of project organisations to manage on a macro-level projects. Senior management issues and considerations to streamline project operations and improve accountability and standardisation, including having a common project management language. Further, the course is supplemented with a quick working knowledge of Microsoft Project 2003. The course is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management planning, monitoring and control. Emphasis is on practical applications through “hands on” action learning. This will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

### Objectives

- To check and determine existing project management system of processes are adequate for business need of the project organisation.
- Embrace world-accepted project management standard and guidelines.
- Recognise roles, and provide support to project teams.
- Provide participants quick working knowledge of Microsoft Project 2003.
- Sufficient knowledge to start a project: schedule and administer timelines, cost, and track project progress.
- Reading project performance “warning signals” during project execution.

### Course Outline

#### Management considerations on:

- Functional-matrix-projectised organisation hierarchies.
- Roles and responsibilities
- Project management stakeholders and their implications on projects.
- Stakeholder conflicts of interest, and how to resolve them.
- Executive support for projects.
- Executive management leadership in projects.
- Setting up a Project Management Office (PMO), and its roles.

#### The recognised standard in Project Management system and processes:

- The project life cycle – initiation - planning - execution - control - closeout phases.
- The nine knowledge areas within PMBOK – scope, time, cost, quality, risk, human resource, communications, procurement, and integration.
- Corporate standard/guidelines for Project Management.

#### Executive management role in projects:

- Defining executive management, project manager and team member roles, accountability, and responsibilities.
- Determining the project team - selecting project manager and team members – personality profiling to match job requirements using McClelland three needs theory.
- Coaching and mentoring, including team development initiatives.
- Project risk management - planning for risk with contingency (risk management plan and risk management strategies).
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).

#### Understanding performance tracking reporting using Earned Value Analysis

#### Project Management Failure And Success (Malaysia/International) Case Studies

**2-DAY PROJECT MANAGEMENT WORKSHOP FOR SENIOR MANAGEMENT (cont.)****Course Outline****Project Management Basics**

- Time-cost-quality & project scope triangle, Create a New Project, Set the Standard Calendar, Construct a Work Breakdown Structure.

**Managing Tasks**

- Construct a Task List, Enter Tasks, Edit and Organise Tasks, Outline Tasks, Create a Work Calendar.

**Managing Time**

- Set Task Durations, Link Tasks, Create Task Relationships, Use Lag and Lead Time, Create a Recurring Task, Split Tasks, Determine the Critical Tasks and Path.

**Managing Resources**

- Construct a Resource List, Assign Resources, Assign Costs to Resources, Levelling Resource Loads, Overtime.

**Tracking and Supervising**

- Save a Baseline, Enter Task Actual Start/Finish, Actual Task Cost, Manage Task Progress, Analyse Resource Allocations.

**Views and Reports**

- Work with Reports, Preview a Report, Create a Custom Report, Create a Chart with MS Excel.

**Training Approach**

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects.

**Methodology**

Presentation, hands-on activities, and real case studies.

## 2-DAY RISK MANAGEMENT OF PROJECTS

### Course Overview

**Suitable for participants who have some project management knowledge.**

This course is intended for business management, IT, engineering and production professionals, who need to acquire a working knowledge and skill in risk management understanding, managing and/or developing and executing and controlling technical and non-technical projects. Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

The course content focuses on how to risk-manage such projects within the client's contexts. Additionally, the course is tailored to match the organisational level and expertise of staff participating. This course will be particularly useful for developing project management specialists within the organisation who would anticipate and identify potential project problems and issues, rank the risks, brainstorm for possible risk responses, study impact of risks to schedule/cost/quality/scope (and using computerised Monte Carlo Simulation – sensitivity analysis and tornado charting), evaluate risk response feasibilities, and track/control risk response implementations.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of risk management. Emphasis is on practical applications through “hands on” action learning. This will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**Participants are encouraged to bring their projects to the session. Project Risk Management checklists, templates, and Risk Management add-on trial software (Palisade @Risk4.1) for MS Project is demonstrated by the facilitator to help users in planning and controlling projects. Ample case studies, examples and interactive individual/group exercises are provided.**

### Objectives

- To instil the habit of anticipation with regard to identifying possible project problems, opportunities, and their project contingencies and project risks.
- To understand and use techniques like Brainstorming of ideas, Affinity Technique, Cause-Effect (Ishikawa or Fishbone Diagram), Why-Why, Decision Trees, and Monte Carlo Simulation.
- To understand Project Systems Thinking concepts, which help to holistically visualise cause-effects within systems.
- To understand the use of Project Management tools for the timeliness, cost impacts and resolutions, quality issues and scope of projects.
- To produce a Risk Management Plan which itemises and assesses the risks, risk triggers, risk responses, and response implementations toward the risks.

### Course Outline

#### Essential Background

- Overview of the Project Management Life Cycle – initiating-planning-executing-controlling-closing phases.
- The time-cost-quality-scope triangle.
- Review of planning tools and techniques.
- Review of project requirements: project needs, functional and technical requirements.
- Review of the Work Breakdown Structure.

#### Introduction to Risk Management

- Principles of project uncertainties.  
Definition and characteristics of “risk”.
- Variation of risk within the project management lifecycle.
- Elements and factors of risk.
- Types of risk – external, cost, schedule, technology, operation risks, etc.
- Components of risk management.

## 2-DAY RISK MANAGEMENT OF PROJECTS (cont.)

### Course Outline

#### Risk Management Process

- Risk management planning
- Risk identification by work/activity (using Work Breakdown Structure, Brainstorming, and Ishikawa Diagramming techniques).
- Risk classification into types of risk.
- Risk and expected value analyses (using Systems Thinking technique, Monte Carlo simulation, and Decision Tree technique).
- Monte Carlo Simulation: Monte Carlo risk modelling concepts, analysis inputs, distributions and output interpretation).
- Risk assessment (using probability of risk occurrence, and impact consequences).
- Risk trigger (determining when the risk occurs).
- Risk impact studies (determining how the risk will impact on schedule, cost, quality and scope of the project).
- Determining the likely risk responses (using Decision Tree technique).
- Prioritising risks.
- Monitoring high profile risks – risk watch list.

#### Planning for Risk

- Risk strategies – risk avoidance, mitigation, transfer/deflection, and acceptance.
- Establishing reserves.
- Creativity in risk management (using lateral thinking approaches and Brainstorming techniques).
- Creating a Project Risk Management Plan (using a pre-formatted risk management template).
- Risk response control.
- Execute risk strategies.
- Contingency plans and workarounds.
- Risk evaluation.
- Reassessing risk.
- Risk documentation (including lessons learned).
- Quiz (optional)

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

### Who Can Benefit

Managers, executives, engineers, and technicians, who are directly or indirectly involved in risk management of projects.

### Methodology

Presentation, case studies, individual and group exercises. Participants are encouraged to bring their real-life projects to the workshop.

## 2-DAY SUCCESSFUL PROJECT MANAGEMENT

### Course Overview

This workshop is intended for accountants and accounting executives in technical and non-technical business entities, and who need to acquire some working knowledge and skill in project management to fulfil any of the following needs and expectations:

1. Experience the thoughts, anxieties, decision-making and the dynamics of project management.
2. Accountants as future corporate leaders in business entities dominated by projects. From computerizing a business entity, spearheading R&D initiatives, and business strategy and development call for project management competency to plan, envisage risks, and track project progresses to a successful completion.
3. Accountants role as project champions to "push" towards successful project completion and sensitive to the concerns of their project management peers – this workshop will examine differing project stakeholders' needs and expectations affecting project outcomes, and factors affecting project successes and failures.
4. Participants will engage themselves in groups of 4-5, to tackle a hypothetical project from formulation through planning, and tracking progresses using various project management tools like Gantt Charts, Earned Value, calculating risk exposure, and Risk Simulation. Note: there were previous participants extending this workshop to manage (and sensitivity-analyse) operational risks in banking.
5. Participants engaging themselves to come up with solutions to tricky (and risky) project situations in a computer simulation exercise.

The aim of the two-day hands-on workshop is not to make accountants project management professionals, but to equip the accountants with the foresight and appreciating the dynamics of managing projects.

Accountants, being project stakeholders are not immune to differing project needs and expectations, but through this workshop, accountants can realise their holistic role in project management and extending their helping hands to project managers.

This workshop is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Short presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands-on" action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the workshop and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including appreciation of suitable project management and simulation softwares.

### Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.

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

- Have understanding of the various processes of project management.
- Evaluate risk management planning of projects.
- Determine which task(s) and factor(s) having an overwhelming influence in project duration (sensitivity analysis).
- Have a working set of project management tools and techniques for monitoring project progress - appreciate use of MS Project 2003 for planning, scheduling and tracking project progress.

## 2-DAY SUCCESSFUL PROJECT MANAGEMENT (cont.)

### Course Outline

#### Project Planning Process

- Scope definition & planning.
  - ▶ Activity: creating a project charter.
- Work breakdown structure (WBS).
  - ▶ Activity: constructing a WBS.
- Work task listing.
  - ▶ Activity: constructing a work task list.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).
  - ▶ Activity: constructing a Gantt chart and a milestone chart of a project.
- Understanding Critical Path Method.
- Network logic analysis – earliest start and end times, latest start and end times, and float.
  - ▶ Activity: calculating start and end times, and float of a hypothetical project.
- Establishing baselines.
- Resource listing – human, material, facility, equipment, etc.
  - ▶ Activity: creating a resource list.
- Using bottom-up estimates for scheduling and cost control.
- Time-phased distribution of costs – cumulative cost curve (S-curve).
- Project risk management - planning for risk with contingency (risk management plan and risk

#### Project Execution Process

- Executing the project plan.
- Tracking project schedule progress using Gantt Chart.
  - ▶ Activity: Using project management software to track project progress.
  - ▶ Activity: Gantt Chart and project progress.
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).
- Work-around risk responses (for risks unidentified in risk management plan).
- Risk monitoring.
  - ▶ Activity: Risk response activation and rules.
- Verifying project scope deliverables and stage sign-offs.

#### Project Closeout Process

- Administrative close-out checklist.
  - ▶ Activity: Product verification (formal acceptance and handover sign-offs), closing project books, post-mortem, documenting lessons learned, archiving project documents, disbanding, rewarding and thanking the team.
- Contract close-out administration checklist.

#### Project Failure And Success Case Studies

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

### Methodology

Presentation, case studies, and hands-on activities.

## USING MS PROJECT 2003/2007 FOR MANAGING MULTIPLE PROJECTS, MULTIPLE PRIORITIES, EARNED VALUE MEASUREMENT & ANALYSIS

### Course Overview

**Suitable for participants who have some project management knowledge.**

This course is intended for anyone who needs to acquire quick and immediate working knowledge of using Microsoft Project for Earned Value Measurements and Analysis.

The course is also supplemented with hands-on practices using MS Project to manage multiple projects of multiple priorities and sharing resources, apart of the course being designed to provide the best mix of experience, theory and practice in an adult learning environment.

The course covers key techniques and functional skills required to operate successfully when managing work in multiple projects of multiple priorities and project risk including uncertainty management. Visualizing “what-if” scenarios and simulations are used to reinforce the learning.

Formal presentations will be brief and used mainly to introduce key concepts and significant elements of software project management like MS Project and Milestones Professional. Visualising “what-if” scenarios and simulations are used to reinforce the learning. Emphasis is on practical applications through “hands on” action learning. This will require a high level of participation and team involvement.

### Objectives

- Provide participants quick working knowledge of Microsoft Project earned value charting, measurement and analysis using a third party software called Milestones Professional.
- Reading and analysing “poor” earned value project performance “warning signals” in measurement charts during project execution.
- Reading suspicious earned value performance behaviour such as ahead of schedule while under-spending may spell poor work quality.
- To instil the habit of anticipation with regard to identifying and responding to issues and challenges in managing multiple projects and multiple priorities.

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

- Have working knowledge about the project management earned value process, measurement and analysis.
- Have understanding of managing multiple projects and the various priority-ranking techniques.
- Have a set of project management software and charting tools, techniques and system for immediate application at the workplace.

### Course Outline

- Tracking And Controlling Multiple Projects Schedules And Costs: Earned Value Analysis & Variance In Project Control
- Entering and charting Earned Value measurements using Milestones Professional
- Analysing and interpreting Earned Value measurements from spreadsheets and charts
- Challenges Unique To Multiple Projects
- Establish And Rank Multiple Project Priorities
- Decision Tree Diagramming (Using Event Probabilities)
- Cause And Effect Diagramming  
Visualising Multiple Projects And Critical Paths
- Project Resource Management And Multiple Project Resource Pooling
- Resource-Sharing Among Multiple Projects
- Availability And Resource Loading (Overload And Under-Utilization) Of Projects

### Methodology

Presentation, Microsoft Project and Milestones Professional hands-on sessions, case studies and examples, team exercises.

## 3-DAY MANAGING MULTIPLE PROJECTS OF MULTIPLE PRIORITIES

### Course Overview

This course is intended for managers and executives who wish to acquire a working knowledge managing multiple projects of multiple priorities. Their participation through presentation, case studies and discussion, which help to facilitate an immediate transfer of such competency to workplace.

The course covers key techniques and functional skills required to operate successfully when managing work in multiple projects of multiple priorities and project risk including uncertainty management. Visualizing “what-if” scenarios and simulations are used to reinforce the learning.

After completing the course, participants will have increased confidence and improved skills. They will feel more at ease and have greater control in managing multiple projects of different priorities in the workplace. They will be more willing to deal with various types of opportunities and challenges to seek out optimal project resources and costs to reduce wastages.

We believe the key benefit from this course lies in increased confidence, improved communication, and strengthened managerial skills in managing more than one project simultaneously, coupled with multiple priority-setting, and risk and uncertainty management skills.

### Objectives

- To instill the habit of anticipation with regard to identifying and responding to issues and challenges in managing multiple projects and multiple priorities.
- To understand the use of risk management simulations and sensitivity analyses on multiple tasks, in multiple projects.
- To understand the impact of project uncertainties in planning projects.
- To be competent in applying “corrections” to project plans as well as during project execution after a computer simulation of the project plan including work in progress.

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

- Have understanding of managing multiple projects, the various priority-ranking techniques, including the use of project management and simulation softwares (WBS ChartPro, MS Project and @Risk) to apply immediately in their work.

Participants leave this course with an understanding of why it is crucial to spend time up front preparing multiple project work for resource-sharing, conflicting priorities, and they will develop useful skills as they work through many of the exercises, games, and simulations that are incorporated into the course.

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

**3-DAY MANAGING MULTIPLE PROJECTS OF MULTIPLE PRIORITIES (cont.)****Course Outline**

- Managing Stakeholders' Expectations
- Project Leadership Competencies
- Forms Of Power
- Team Development Phases
- Conflict Resolution Techniques
- Challenges Unique To Multiple Projects
- The Project Management Information System
- The Project Management Office (PMO)
- Organizing Programs And Categorizing Multiple Projects
- Multiple Project Selection Techniques
- Establish And Rank Multiple Project Priorities
- Decision Tree Diagramming (Using Event Probabilities)
- Cause And Effect Diagramming
- Work Breakdown Structure (WBS) And Scope Planning
- Scheduling Using Program Evaluation & Review Technique (PERT)
- Expediting Schedules And Reducing Costs
- Multiple Projects Querying Theory
- Visualizing Multiple Projects And Critical Paths
- Project Resource Management And Multiple Project Resource Pooling
- Resource-Sharing Among Multiple Projects
- Availability And Resource Loading (Overload And Under-Utilization) Of Projects
- Managing Intra- And Inter- Projects Risks
- Modeling And Simulating Multiple Project Uncertainties (Schedules & Costs)
- Sensitivity Analysis And Simulation Using Tornado Diagramming
- Tracking And Controlling Multiple Projects Schedules And Costs: Earned Value Analysis & Variance In Project Control
- Deciding Which And When To Cancel A Project
- Project Closeout

**Who Can Benefit**

Managers and executives who are directly involved in any or all of project initiating, project planning, project execution, monitoring and control. This course is also suitable for operations research and system-methods studies.

**Methodology**

Presentation, games, computer simulation, discussions, and case studies. Microsoft Project 200x is used.

## 3-DAY MANAGING PROJECTS

### Course Overview

**Suitable for participants who have some or no project management knowledge. Includes special tracks on IT/Software, Engineering, Telecommunication, Property Construction, Life Sciences, Pharmaceutical, Banking & Insurance.**

This course is intended for managers and executives in technical and non-technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of client's projects (for both generic, engineering, and IT specific projects). Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

**Participants are encouraged to bring their projects to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them. Ample case studies, examples and interactive individual/group exercises are provided.**

### Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.
- Exercise the required soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Evaluate risk management planning of projects.
- Determine worst-case, best case and most likely case for task/project durations, and costs.
- Simulating project risks and uncertainties using Monte-Carlo technique.
- Determine which task(s) has overwhelming influence in project duration and costs.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Appreciate MS Project 2003 for planning, scheduling and tracking project progress.

### Who Can Benefit

Those who are directly involved in Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects. Examples, case studies and templates are provided for special tracks on IT/Software, Engineering, Telecommunication, Property Construction, Life Sciences, Pharmaceutical, Banking & Insurance., estimating, scheduling, monitoring (tracking), and measuring, and reporting the implementation progress of projects. Examples, case studies and templates are provided.

## 3-DAY MANAGING PROJECTS (cont.)

### Course Overview

#### Project Management Background

- The time-cost-quality & project scope triangle.
- Project management stakeholders and their implications on projects.
- Stakeholder conflicts of interest, and how to resolve them.
- Activity: identifying stakeholder conflicts in the client's organisation.
- Motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Project management context and roles.
- The project life cycle – initiating-planning-executing-controlling-closing phases.
- The Project Management Body of Knowledge (PMBOK)

#### Project Initialising Process

- Project manager and team member roles, accountability, and responsibilities.
- Defining project needs, functional and technical requirements.
- Defining measurable objectives to meet project requirements (scoping).
- Developing the project charter.
- Initial cost estimates (order-of-magnitude/top-down/budget estimation techniques).
- Project feasibility studies (financial), e.g.
- Benefit-Cost ratio, Present Value, Net Present Value,
- Payback, Return On Investment.

#### Project Execution Process

- Executing the project plan.
- Tracking project schedule progress using Gantt Chart.
- Tracking schedule and cost using Earned Value Analysis technique.
- Performance reporting using Earned Value Analysis technique.
- Performance reporting using Earned Value Analysis technique.
- Control schedule and cost using Earned Value Analysis technique.
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).
- Work-around risk responses (for risks unidentified in risk management plan).
- Risk monitoring.
- Verifying project scope deliverables and stage sign-offs.

#### Project Planning Process

- Scope definition & planning.
- Work breakdown structure (WBS).  
Work task listing.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).
- Understanding Critical Path Method.
- Network logic analysis – earliest start and end times, latest start and end times, and float.
- Establishing baselines.
- Resource listing – human, material, facility, equipment, etc.
- Identifying controllable costs – direct and indirect costs.
- Using bottom-up estimates for scheduling and cost control.
- Time-phased distribution of costs – cumulative cost curve (S-curve).
- Responsibility assignment matrix (RAM).
- Project risk management.
- Monte-Carlo risk management simulation (software)
- Planning for risk with contingency (risk management plan and risk management strategies).

#### Project Control Process

- Change control system – change request, change control board, change impact assessment approve/disapprove, change implementation schedule, and updating configuration documents.

#### Project Closeout Process

- Administrative close-out checklist.
- Contract close-out administration checklist.

#### Project Failure And Success Case Studies

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

## 3-DAY MICROSOFT® PROJECT 2003 (Standard Version)

### Course Overview

**Suitable for participants who have basic and intermediate-level MS Project and project management knowledge to fulfil competencies up to Technology Specialist: Managing Projects with Microsoft® Office Project 2003.**

This course is intended for anyone who needs to acquire quick working knowledge of Microsoft Project 2003 (Standard Version). The course is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of software project management. Emphasis is on practical applications through “hands on” action learning. This will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**Participants are encouraged to bring their projects to the session. The use of project management software (MS Project 2003) and techniques will be taught.**

### Objectives

- Provide participants quick working knowledge of MS Project 2003 for single and multiple projects.
- Sufficient knowledge to start a project: schedule and administer timelines, cost, and track project progress.
- Reading project performance “warning signals” (including Earned Value Analysis tracking) during project execution.
- To instil the habit of anticipation with regard to identifying and responding to issues and challenges in managing multiple projects and multiple priorities.

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

- Have working knowledge about the project management process, and the progressive information required in MS Project 2003 schedule and cost planning and performance tracking.
- Have a set of project management tools, techniques and system for immediate application at the workplace.
- To understand and apply project risk management; including visualizing what-if scenarios on critical and non-critical tasks and paths.
- Reading, interpreting and reporting project performance.
- Suggest recommendations to correct project direction during execution and responding to risks.
- Have working knowledge about the project management earned value process, measurement and analysis.
- Have understanding of managing multiple projects and the various priority-ranking techniques.

### Course Topics

- |                              |  |
|------------------------------|--|
| ■ Project Management Basics  | ■ Tracking & Supervising                         |
| ■ Managing Tasks             | ■ Views and Reports & Performance Interpretation |
| ■ Managing Time Schedule     | ■ Managing Multiple Projects                     |
| ■ Managing Project Resources |  |

### Softwares Used in the Workshop

MS Project 2003 (standard version), WBS ChartPro (for work breakdown charting) and DecisionEdge (for presenting and interpreting earned value project performance statistics)

### Who Can Benefit

Anyone who are directly or indirectly involved in budgeting, estimating, planning, execution and control of projects.

### Methodology

Presentation, MS Project 2003 hands-on sessions, case studies and examples, group exercises.

## 3-DAY PROJECT AND RISK MANAGING MULTIPLE PROJECTS AND MULTIPLE PRIORITIES

### Course Overview

**Participants do not need to have strong project management knowledge and experience to appreciate this course.**

This course is intended for managers and executives who wish to acquire a working knowledge managing multiple projects and multiple priorities. Their participation through presentation, case studies and discussion, which help to facilitate an immediate transfer of such competency to workplace.

The course covers key techniques and functional skills required to operate successfully when managing work in multiple projects and multiple priorities, with a greater emphasis on project risk management.

After completing the course, participants will have increased confidence and improved skills. They will feel more at ease, conduct multiple projects simulations, and have greater control in managing multiple projects of different priorities in the workplace. They will be more willing to deal with various types of opportunities and challenges to seek out optimal project resources and costs to reduce wastages.

We believe the key benefit from this course lies in increased confidence, improved communication, and strengthened leadership and managerial skills in managing more than one project simultaneously, coupled with multiple priority-setting.

### Objectives

- To instill the habit of anticipation with regard to identifying and responding to issues and challenges in managing multiple projects and multiple priorities.
- To understand the use of risk management simulations and sensitivity analyses on multiple tasks, in multiple projects.

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

- Have understanding of managing multiple projects, the various priority-ranking techniques, including the use of project management softwares (Microsoft Project and @Risk Risk Management) to apply immediately in their work.

Participants leave this course with an understanding of why it is crucial to spend time up front preparing multiple project work for resource-sharing, conflicting priorities, and they will develop useful skills as they work through many of the exercises and games that are incorporated into the course.

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

## 3-DAY PROJECT AND RISK MANAGING MULTIPLE PROJECTS AND MULTIPLE PRIORITIES (cont.)

### Course Topics

#### PROJECT MANAGEMENT

- Managing Stakeholders' Expectations And Project Management Processes
- Project Leadership And Team Development
- The Role Of A Project Management Office
- The Project Management Information System
- Multiple Project Selection Techniques (Payback Period, BCR, ROI, NPV & IRR)
- Factors Which Make Managing Multiple Projects Easier And Difficult
- Challenges Unique To Multiple Projects
- Work Breakdown Structure (WBS) And Scope Planning
- Scheduling Using Program Review And Review Technique (PERT)
- Visualizing Multiple Projects and Critical Paths
- Organizing Programs And Categorizing Multiple Projects
- Aligning Projects And Priorities With Organization Strategies
- Establish And Rank Multiple Project Priorities
- Multiple Projects Querying Theory
- Project Resource Management And Multiple Project Resource Pooling
- Assess Schedule And Resource Conflicts To Determine Approaches Availability And Resource Loading (Overload And Under-Utilization) Of Projects
- Expediting Schedules And Reducing Costs
- Resource-Sharing Among Multiple Projects
- Managing Intra- And Inter- Projects Risks
- Modeling And Simulating Multiple Project Uncertainties (Schedules & Costs)
- Sensitivity Analysis And Simulation Using Tornado Diagramming
- Deciding Which And When To Cancel A Project
- Tracking And Controlling Multiple Projects Schedules And Costs

### Who Can Benefit

Managers and executives who are directly involved in project monitoring and control, problem-solving and making decisions. This course is highly suitable for planning and operations management, and system-methods studies.

### Methodology

Presentation, games, discussions, and case studies.

## 3-DAY PROJECT MANAGEMENT (includes MS PROJECT 2003)

### Course Overview

***Suitable for participants who have some or no project management knowledge.***

This course is intended for managers and executives in technical and non-technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of client's projects (for both generic, engineering, and IT specific projects). Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through "hands on" action learning. Project management using Microsoft Project 2003 will be taught.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

***Participants are encouraged to bring their projects to the session. The use of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them. Ample case studies, examples and interactive individual/group exercises are provided.***

### Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.
- Exercise the required soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Evaluate risk management planning of projects.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Use MS Project 2003 for planning, scheduling and tracking project progress.

### Methodology

Presentation, MS Excel, Microsoft Project 2003 project management software appreciation (participants are to bring own notebooks running on at least Windows XP), case studies, and hands-on activities.

## 3-DAY PROJECT MANAGEMENT (includes MS PROJECT 2003) - cont.

### Course Content

#### Project Management Background

- The time-cost-quality & project scope triangle.
- Project management stakeholders and their implications on projects.
- Stakeholder conflicts of interest, and how to resolve them.
- Activity: identifying stakeholder conflicts in the client's organisation.
- Motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Project management context and roles.
- The project life cycle – initiating - planning - executing - controlling - closing phases.

#### Project Initialising Process

- Project manager and team member roles, accountability, and responsibilities.
- Defining project needs, functional and technical requirements.
- Defining measurable objectives to meet project requirements (scoping).
- Developing the project charter.
- Initial cost estimates (order - of - magnitude / top - down / budget estimation techniques).
- Project feasibility studies (financial), e.g. Benefit-Cost ratio, Present Value, Net Present Value, Payback, Return On Investment.

#### Project Planning Process

- Scope definition & planning.
- Work breakdown structure (WBS).
- Work task listing.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).
- Understanding Critical Path Method.
- Network logic analysis – earliest start and end times, latest start and end times, and float.
- Establishing baselines.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).

#### Project Planning Process (cont.)

- Understanding Critical Path Method.
- Network logic analysis – earliest start and end times, latest start and end times, and float.
- Establishing baselines.
- Resource listing – human, material, facility, equipment, etc.
- Identifying controllable costs – direct and indirect costs.
- Using bottom-up estimates for scheduling and cost control.
- Time-phased distribution of costs – cumulative cost curve (S-curve).
- Responsibility assignment matrix (RAM).
- Project risk management.
- Planning for risk with contingency.

#### Project Execution Process

- Executing the project plan.
- Tracking project schedule progress using Gantt Chart.
- Tracking schedule and cost using Earned Value Analysis technique.
- Performance reporting using Earned Value Analysis technique.
- Control schedule and cost using Earned Value Analysis technique.
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).
- Work-around risk responses (for risks unidentified in risk management plan).
- Risk monitoring.
- Verifying project scope deliverables and stage sign-offs.

#### Project Control Process

- Change control system – change request, change control board, change impact assessment approve/disapprove, change implementation schedule, and updating configuration documents.

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

### Who Can Benefit

Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects.

## 3-DAY PROJECT MANAGEMENT IN OPG INDUSTRIES (includes MS PROJECT 2003)

### Course Overview

**Suitable for participants who have some or no project management knowledge. Suitable for engineering specific projects within an OPG setting.**

This course is intended for managers and executives in technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of projects in an OPG setting. Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through “hands on” action learning. Project management using Microsoft Project 2003 will be taught.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

**Participants are encouraged to bring their projects to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them. Ample case studies, examples and interactive individual/group exercises are provided.**

Work Breakdown Structure (WBS) Examples: Cooling Tower, Ethane Storage Tank, Offshore Platform, and Plant Shutdown

### Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.
- Exercise the required soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Evaluate risk management planning of projects.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Use MS Project 2003 for planning, scheduling and tracking project progress.

### Methodology

Presentation, MS Excel, Microsoft Project 2003 project management software appreciation (participants are to bring own notebooks running on at least Windows XP), case studies, and hands-on activities.

### Who Can Benefit

Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects.

## 3-DAY PROJECT MANAGEMENT IN OPG INDUSTRIES (includes MS PROJECT 2003) - cont.

### Course Content

#### Project Management Background

- The time-cost-quality & project scope triangle.
- Project management stakeholders and their implications on projects.
- Stakeholder conflicts of interest, and how to resolve them.
- Motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Project management context and roles.
- The project life cycle – initiating - planning - executing - controlling - closing phases.

#### Project Initialising Process

- Project manager and team member roles, accountability, and responsibilities.
- Defining project needs, functional and technical requirements.
- Defining measurable objectives to meet project requirements (scoping).
- Developing the project charter.
- Initial cost estimates (order - of - magnitude / top - down / budget estimation techniques).
- Project feasibility studies (financial), e.g. Benefit-Cost ratio, Present Value, Net Present Value, Payback, Return On Investment.

#### Project Planning Process

- Scope definition & planning.
- Work breakdown structure (WBS).
- Work task listing.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).
- Understanding Critical Path Method.
- Network logic analysis – earliest start and end times, latest start and end times, and float.
- Establishing baselines.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).

#### Project Planning Process (cont.)

- Understanding Critical Path Method.
- Network logic analysis – earliest start and end times, latest start and end times, and float. Establishing baselines.
- Resource listing – human, material, facility, equipment, etc.
- Identifying controllable costs – direct and indirect costs.
- Using bottom-up estimates for scheduling and cost control.
- Time-phased distribution of costs – cumulative cost curve (S-curve).
- Responsibility assignment matrix (RAM).
- Project risk management.
- Planning for risk with contingency.

#### Project Execution Process

- Executing the project plan.
- Tracking project schedule progress using Gantt Chart.
- Tracking schedule and cost using Earned Value Analysis technique.
- Performance reporting using Earned Value Analysis technique.
- Control schedule and cost using Earned Value Analysis technique.
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).
- Work-around risk responses (for risks unidentified in risk management plan).
- Risk monitoring.
- Verifying project scope deliverables and stage sign-offs.

#### Project Control Process

- Administrative close-out checklist.
- Contract close-out administration checklist.

#### Project Failure And Success Case Studies

### Hands-On Sessions

- |                                 |                                |                                      |
|---------------------------------|--------------------------------|--------------------------------------|
| ■ Entering Tasks.               | ■ Setting Task Durations.      | ■ Setting Constraints and Deadlines. |
| ■ Editing and Organising Tasks. | ■ Linking Tasks.               | ■ Creating a Recurring Task.         |
| ■ Outline Tasks.                | ■ Creating Task Relationships. | ■ Splitting Tasks.                   |
| ■ Creating a Task Calendar.     | ■ Using Lag and Lead Times.    | ■ Gantt Chart and Network Diagrams.  |
| ■ Creating a Resource List.     | ■ Assigning Resources.         | ■ Assigning Costs to Resources.      |
| ■ Tracking Project Progress.    | ■ Project Reporting.           |                                      |

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

## 4-DAY MANAGING MULTIPLE PROJECTS, MULTIPLE PRIORITIES, DECISION-MAKING AND PROBLEM-SOLVING

### Course Overview

**Participants do not need to have strong project management knowledge and experience to appreciate this course**

This course is intended for managers and executives who wish to acquire a working knowledge managing multiple projects and multiple priorities, including Problem-Solving and Decision-Making Techniques. Their participation through presentation, case studies and discussion, which help to facilitate an immediate transfer of such competency to workplace.

The course covers key techniques and functional skills required to operate successfully when managing work in multiple projects and multiple priorities, problem-solving and decision-making.

We believe the key benefit from this course lies in increased confidence, improved communication, and strengthened managerial skills in managing more than one project simultaneously, coupled with multiple priority-setting, decision-making and problem-solving skills.

### Objectives

- To instill the habit of anticipation with regard to identifying and responding to issues and challenges in managing multiple projects and multiple priorities.
- To understand the use of risk management simulations and sensitivity analyses on multiple tasks, in multiple projects.
- To understand the use of problem-solving methodology in understanding, analyzing and problem resolution of issues in daily running of operations and projects.
- To be competent in applying problem-solving and decision-making techniques.

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

- Have understanding of managing multiple projects, the various priority-ranking techniques, including the use of project management softwares to apply immediately in their work.

Participants leave this course with an understanding of why it is crucial to spend time up front preparing multiple project work for resource-sharing, conflicting priorities, and they will develop useful skills as they work through many of the exercises and games that are incorporated into the course.

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects. Peer group pressure, structure and relaxed atmosphere are the key elements to the success of our courses.

## 4-DAY MANAGING MULTIPLE PROJECTS, MULTIPLE PRIORITIES, DECISION-MAKING AND PROBLEM-SOLVING (cont.)

### Course Topics

#### PROJECT MANAGEMENT

- Managing Stakeholders' Expectations And Project Management Processes
- Project Leadership And Team Development
- The Role Of A Project Management Office
- The Project Management Information System
- Multiple Project Selection Techniques (Payback Period, BCR, ROI, NPV & IRR)
- Factors Which Make Managing Multiple Projects Easier And Difficult
- Challenges Unique To Multiple Projects
- Work Breakdown Structure (WBS) And Scope Planning
- Scheduling Using Program Review And Review Technique (PERT)
- Visualizing Multiple Projects and Critical Paths
- Organizing Programs And Categorizing Multiple Projects
- Aligning Projects And Priorities With Organization Strategies
- Establish And Rank Multiple Project Priorities
- Multiple Projects Querying Theory
- Project Resource Management And Multiple Project Resource Pooling
- Assess Schedule And Resource Conflicts To Determine Approaches Availability And Resource Loading (Overload And Under-Utilization) Of Projects
- Expediting Schedules And Reducing Costs
- Resource-Sharing Among Multiple Projects
- Managing Intra- And Inter- Projects Risks
- Modeling And Simulating Multiple Project Uncertainties (Schedules & Costs)
- Sensitivity Analysis And Simulation Using Tornado Diagramming
- Deciding Which And When To Cancel A Project
- Tracking And Controlling Multiple Projects Schedules And Costs

#### PROBLEM-SOLVING AND DECISION-MAKING TECHNIQUES

- The Six-Step Problem-Solving Model
- Brainstorming, Nominal Group Technique, Delphi, And Crawford Slip Techniques
- Affinity Technique
- Decision Tree Diagramming (Using Event Probabilities)
- Cause And Effect Diagramming

### Methodology

Presentation, quality and problem - solving and decision - making games, discussions, and case studies.

### Who Can Benefit

Managers and executives who are directly involved in project monitoring and control, problem-solving and making decisions. This course is also suitable to non-technical industries and service sectors; e.g. banks, event management, insurance, research, customer management, operations management, and system-methods studies.

## 4-DAY OPG PROJECT MANAGEMENT IN OPG INDUSTRIES (includes MS PROJECT 2003)

### Course Overview

**Suitable for participants who have some or no project management knowledge. Suitable for engineering specific projects within an OPG setting.**

This course is intended for managers and executives in technical work areas, who need to acquire managerial and working knowledge and skill in monitoring or tracking, measuring the implementation of projects in an OPG setting. Their participation through an action-learning methodology will facilitate an immediate transfer of such competency to workplace.

This course is compliant to Project Management Institute PMBOK, and is carefully designed to provide the best mix of experience, theory and practice in an adult learning environment. Formal presentations are used mainly to introduce key concepts and significant elements of project management. Emphasis is on practical applications through “hands on” action learning. Project management using Microsoft Project 2003 will be taught.

A high level of participation and team involvement is required. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts. Scenarios of project stakeholder conflicts, and ways to resolve them are taught; including project problem-solving and decision-making techniques.

**Participants are encouraged to bring their projects to the session. The appreciation of project management software and techniques will be used to help participants better understand project management concepts; reflecting on their current project practices, and knowing how to improve them. Ample case studies, examples and interactive individual/group exercises are provided.**

*Work Breakdown Structure (WBS) Examples: Cooling Tower, Ethane Storage Tank, Offshore Platform, and Plant Shutdown*

### Objectives

- To provide project management fundamentals (i.e., the project management framework) for participants to understand the project management methodology.
- To understand the use of project management tools for initiating, planning, executing, controlling and closing projects.
- To apply soft skills when managing the team, which includes motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.

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

- Have comprehensive understanding of the various processes of project management.
- Understanding the Project Management methodology and terminologies (PMBOK compliant), and making it the backbone of a project organisation.

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

- Evaluate risk management planning of projects.
- Determine project stakeholder roles and responsibilities.
- Track project progress and making project reports.
- Use Earned Value Management technique to analyse schedule and cost management performance of a project.
- Have a working set of project management tools and techniques for monitoring and measuring projects.
- Use MS Project 2003 for planning, scheduling and tracking project progress.

### Training Approach

The training uses practical exercises that take individuals outside their comfort zones. By giving the participants help and guidance during the process, confidence and skills are strengthened. We make the sessions challenging and practical through the use of role-play, experiential learning and group exercises. Participants will quickly discover their strengths and weaknesses in communicating with others. Moreover, this interaction makes classes enjoyable and motivational.

### Methodology

Presentation, MS Excel, Microsoft Project 2003 project management software appreciation (participants are to bring own notebooks running on at least Windows XP), case studies, and hands-on activities.

### Who Can Benefit

Managers and executives who are directly involved in planning, estimating, scheduling, monitoring (tracking), and measuring the implementation progress of projects.

## 4-DAY OPG PROJECT MANAGEMENT IN OPG INDUSTRIES (includes MS PROJECT 2003) - cont.

### Course Content

#### Project Management Background

- The time-cost-quality & project scope triangle.
- Project management stakeholders and their implications on projects.
- Stakeholder conflicts of interest, and how to resolve them.
- Motivating, resolving conflicts, developing the team and exercising different leadership styles for different project scenarios and team member mix.
- Project management context and roles.
- The project life cycle – initiating - planning - executing - controlling - closing phases.

#### Project Initialising Process

- Project manager and team member roles, accountability, and responsibilities.
- Defining project needs, functional and technical requirements.
- Defining measurable objectives to meet project requirements (scoping).
- Developing the project charter.
- Initial cost estimates (order - of - magnitude / top - down / budget estimation techniques).
- Project feasibility studies (financial), e.g. Benefit-Cost ratio, Present Value, Net Present Value, Payback, Return On Investment.

#### Project Planning Process

- Scope definition & planning.
- Work breakdown structure (WBS).
- Work task listing.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).
- Understanding Critical Path Method.
- Network logic analysis – earliest start and end times, latest start and end times, and float.
- Establishing baselines.
- Work sequencing and scheduling (Network diagram, Gantt & milestone diagram).
- Understanding Critical Path Method.
- Network logic analysis – earliest start and end times, latest start and end times, and float. Establishing baselines.
- Resource listing – human, material, facility, equipment, etc.

#### Project Planning Process (cont.)

- Identifying controllable costs – direct and indirect costs.
- Using bottom-up estimates for scheduling and cost control.
- Time-phased distribution of costs – cumulative cost curve (S-curve).
- Responsibility assignment matrix (RAM).
- Project risk management.
- Planning for risk with contingency.

#### Project Execution Process

- Executing the project plan.
- Tracking project schedule progress using Gantt Chart.
- Tracking schedule and cost using Earned Value Analysis technique.
- Performance reporting using Earned Value Analysis technique.
- Control schedule and cost using Earned Value Analysis technique.
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).
- Work-around risk responses (for risks unidentified in risk management plan).
- Risk monitoring.
- Verifying project scope deliverables and stage sign-offs.

#### Project Control Process

- Change control system – change request, change control board, change impact assessment approve/disapprove, change implementation schedule, and updating configuration documents.
- Responding to quality problems (problem-solving & decision-making techniques)
- Keeping quality in control by establishing proper change and configuration/documentation management.

#### Project Closeout Process

- Administrative close-out checklist.
- Contract close-out administration checklist.

### Hands-On Sessions

- |                                 |                                |                                      |
|---------------------------------|--------------------------------|--------------------------------------|
| ■ Entering Tasks.               | ■ Setting Task Durations.      | ■ Setting Constraints and Deadlines. |
| ■ Editing and Organising Tasks. | ■ Linking Tasks.               | ■ Creating a Recurring Task.         |
| ■ Outline Tasks.                | ■ Creating Task Relationships. | ■ Splitting Tasks.                   |
| ■ Creating a Task Calendar.     | ■ Using Lag and Lead Times.    | ■ Gantt Chart and Network Diagrams.  |
| ■ Creating a Resource List.     | ■ Assigning Resources.         | ■ Assigning Costs to Resources.      |
| ■ Tracking Project Progress.    | ■ Project Reporting.           |                                      |

## 5-DAY IT PROJECT MANAGEMENT

### Course Overview

This course is intended for managers and executives in IT technical and non-technical work areas, who need to acquire a high competency in generic/IT project management, project control and documentation tools and processes. The entire course content is compliant with the standard Project Management Body Of Knowledge (PMBOK) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management as a system of procedures and controls that can regulate and stabilise project controls, through the use of the right project management methodology, tools and techniques. A demonstration of a Project Management Information System (PROMISE) is included, and sufficient information is provided in discussions on how to set up a Project Management Office.

### Objectives

- To understand the use of project management tools and techniques; use the PMBOK standard as a benchmark for setting up a project management system of processes and procedures (within the Project Management Office's Standard Operating Procedures)
- To conduct project controls using advanced tools like Earned Value Analysis
- To appreciate generic/IT project management documentation
- To help set-up a workgroup-based Project Management Information System
- To instil the habit of anticipation with regard to identifying possible project problems, opportunities, action steps, and their project contingencies and project risks
- To appreciate the concept of Capability Maturity Model (CMM) variants for organisations involved in software development

***Participants are encouraged to bring their projects to the session. The use of project management software and techniques will be used to help participants better understand project management concepts. Project management documentation such as templates, forms and checklists are provided in the course material, and are downloadable online. You may freely use or modify them for use in your organisation.***

### Methodology

This project management course is carefully designed to provide the best mix of experience, theory and practice in a professional learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through "hands-on" action learning. Throughout the course you will require to have a high level of participation and team involvement.

### Course Content

#### The Project Management Background

- The generic project life cycle: initialising, planning, execution, monitoring & controlling, and closing processes
- Staffing and cost curves over a typical life cycle
- The nine knowledge areas within PMBOK: scope, time, cost, quality, risk, human resource, communications, procurement and integration
- The triple constraints – time – cost – quality and project scope triangle
- Functional – matrix – projectised organisation hierarchies
- Project management stakeholders and their implications on projects
- Stakeholder conflicts of interest, and how to resolve them

## 5-DAY IT PROJECT MANAGEMENT (cont.)

### Course Content

#### The Project Manager And Project Team Assembly

- Support from senior management
- Roles and responsibilities of a project manager in the team environment
- Project team anxiety and commitment
- Selecting project manager and team members
- McClelland's three needs theory on personality profiling
- The role of a Project Management Office (PMO)

#### Project Leadership, Motivation, And People Skills

- Project leadership competencies
- Project leadership styles
- Forms of power
- Team development phases
- Conflict resolution techniques
- Motivation
- Communication

#### Project Initialising Process

- Decomposing a project (business) need into specific and measurable project objectives using S.M.A.R.T. technique
- Appraising information technology project investments – tangible and intangible quantification techniques
- Understanding and estimating IT cost compounding and cost recovery
- Selecting project using feasibility studies of a single project – Payback Period, Benefit-Cost Ratio, Net Present Value (NPV), etc.
- Developing the project charter document for senior management sign-offs -- listing the project goals, objectives, high level deliverables, constraints, assumptions, business need, product description and preliminary resource requirements

#### Project Planning Process

- Decomposing IT project scope until task level using the Work Breakdown Structure (WBS) technique
- Sequencing project tasks using network diagramming technique
- Determining resource requirements (HR, material, facility, equipment, others) for each task
- Estimating software development costs using Construction Cost Modelling (COCOMO) technique
- Estimating task duration
- Using Gantt Chart to visualise the project schedule
- Network analysis – earliest start and end times, latest start and end times, and float
- Critical Path Analysis/Method (CPA/M) – to determine critical tasks and critical paths

#### Project Planning Process (cont.)

- Determining roles and responsibilities of team members using Resource Assignment Matrix (RAM) technique
- Risk management strategies
  - Risk management planning – identification, qualification, quantification and response planning
- Procurement management – planning, solicitation, selection, and administration
- Contract types and risks – cost plus formats (CPPC, CPFF & CPIF) and fixed price formats (FPI & FFP)
- Issue and change management processes

#### Project Executing Process

- Executing the project plan
- Managing the project progress using schedule and cost baselines
- Completing work packages or tasks
- Distribute project information to stakeholders – management and technical reports
- Quality management and the cost of quality
- Incorporating quality assurance into project

#### Project Monitoring & Controlling Process

- The change control system (change management plan)
- Project performance measurement
- Create performance measurement report
- Baseline techniques / Earned Value Analysis (EVA) – provides both “real-time” schedule and cost statistics to compare against the agreed planned performance
- Performance reporting
- Scope change control
- Quality control techniques using Pareto, histogram, checklist, cause-effect diagram
- Risk monitoring and control
- Schedule control
- Cost control
- Scope verification
- Corrective actions

#### Closeout Process

- Contract close-out administration - procurement audits
- Administrative close-out - product verification, acceptance, lessons learned, project records, and release resources

## 5-DAY SUCCESSFUL PROJECT MANAGEMENT

### Course Overview

**Suitable for participants who have some or no project management knowledge.**

This course is intended for managers and executives in IT and non-IT technical (e.g. engineering, technical support, consulting) and non-technical work areas (e.g. sales, marketing, business development, customer service), who need to acquire a high competency in project management, project control and documentation tools and processes. The entire course content is compliant with the standard Project Management Body of Knowledge (PMBOK) of the Project Management Institute (USA).

One of the objectives of this course is for participants to appreciate and enforce project management as a system of procedures and controls that can regulate and stabilize project controls, through the use of the right project management methodology, tools and techniques. A demonstration of a Project Management Information System (PROMISE) is included, and sufficient information is provided in discussions on how to set up and equip a Project Management Office.

It is clear that leadership is important to the success of a project because leadership is essentially about motivating people. In the planning phases of the project, the project leader conducts the project team and other main project stakeholders through formal and informal decision making in order to achieve agreed goals and objectives. This also calls to form the essential basis for effective team development. To get a project started off right, the project manager must first become a leader, and that the style of leadership does need to change as the project progresses through its life cycle, and as the team matures.

As a participant, everyone will undergo a self-assessment of his/her leadership skills, then master the basics of these leadership competencies: setting direction, aligning people, motivating and inspiring, leading teams, communicating, building relationships, facilitating ethical conduct, negotiating and leading change.

This project management course is carefully designed to provide the best mix of experience, theory and practice in an adult-learning environment. Formal presentations will be brief and used mainly to introduce key concepts and significant elements of project management. Emphasis is on real case studies, and practical applications through “hands-on” action learning. Project management planning using Microsoft Project will be shown to reinforce the learning. Throughout the course will require a high level of participation and team involvement. Maximum opportunities will be given to participants to inject their own examples and issues into the course and continually relate the material to their own contexts.

**Participants are encouraged to bring their projects and cases to the session. The use of project management software and techniques will be used to help participants better understand project management concepts. Project management documentation such as templates, forms and checklists are provided in the course material, and are downloadable online; and the participant may freely use or modify them for use in his/her organisation.**

### Objectives

- Instilling Project Management lifecycle, methodology and terminologies, and making it the backbone of any
- IT/non-IT project organization.
- Clarifying the roles of senior management, project manager, team members and suppliers.
- Understanding stakeholder influences and resolving conflicts in a project.
- Know the delicate task of leading project teams including other project stakeholders.
- Know and apply skills in leading a project team, pacing the team through team development and motivating them, effective team communicating, as well making quick decisions.
- Conducting systematic and structured project scoping, scheduling and costing.
- Understanding why and how project feasibility studies are conducted.
- Appreciating MS Project for planning, scheduling and tracking project progress.
- Establishing a Project Management Office (PMO) and its roles.
- Making accurate task duration and cost estimations when using uncertain information - determining worst-case, best case and most likely case for task/project durations, and costs.
- Identifying and determining performance metrics for project tracking in a project.
- Tracking project progress and making project reports – using network, milestone and Gantt chart diagramming.
- To understand the use of problem-solving methodology in understanding, analyzing and problem resolution of issues in daily running of operations and projects.
- To be competent in applying problem-solving and decision-making techniques.
- Using Earned Value Management technique to analyze schedule and cost management performance of a project.
- Simulating project risks and uncertainties using the Monte-Carlo technique.

## 5-DAY SUCCESSFUL PROJECT MANAGEMENT (cont.)

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

- Have comprehensive understanding of the various processes of IT project management.
- Have comprehensive application knowledge about the Project Management Body of Knowledge (PMBOK).
- Have an advanced set of project management tools and techniques for immediate IT project application at the workplace.
- Learn how to empower oneself and other team members through more effective negotiation based on an understanding of the differences between competitive and collaborative negotiation approaches
- Gain an appreciation of the importance of a collaborative “win/win” negotiation process.
- Gain a clear understanding of why communication is so important—regardless of how a project is organised.
- Discover how business and personal ethics can influence the leadership style and personality, and how his/her own individual leadership style and personality can influence the course a project will take.
- Participants will have a ready set of working templates, forms and checklists relevant for use in projects at their place of work.

### Course Content

#### PROJECT MANAGEMENT BACKGROUND

- The need for project management knowledge and standard.
- What are projects, phases, and project lifecycles?
- The project management life cycle – initiating, planning, executing, monitoring and controlling, and closing phases.
- Who are my project stakeholders?
- Project stakeholder conflicts of interest, and how to resolve them.
- The Project Management Body of Knowledge (PMBOK) guidelines to project management, systems and processes.
- The time-cost-quality triangle of constraints (triple constraints).
- Setting project objectives and requirements using the S.M.A.R.T. approach.
- Organizational structure influences on projects – functional, matrix and projectized hierarchies.
- The project hierarchy, roles and responsibilities among stakeholders – customer, sponsor, performing organization, project manager, team members, etc.
- Assembling the team and how to profile/select your project manager and team members.

#### Leadership and Management

- What is leadership?
- The difference between leadership and management
- Assess your leadership competencies and developmental needs
- Articulate your leadership vision, in light of the assessment, and consider the best way(s) to realise it
- Processes for establishing direction, aligning people, and motivating people to follow your vision
- Identify and utilising different leadership styles

#### Leading Effective Teams

- What is a team?
- The stages of team development
- Leading and maintaining effective, productive teams
- Evaluate team progress and coach team members as necessary
- Project team anxieties and how to address them.

#### Motivating

- Motivation theories
- How to be more influential by understanding motivational patterns
- Using an understanding of individual differences to help you manage conflict more effectively

#### Ethics and Leadership

- Define ethics and the link between ethics and trust
- The role of ethical behaviour and leadership
- The difference between personal and organisational ethics

#### Negotiating Conflict

- Major sources of conflict on project teams
- The five modes of handling conflict
- Conflict scenarios and strategies for initiating conflict resolution
- Power bases used in typical organizations
- How to plan and conduct collaborative negotiation
- Why and how do general and IT projects fail?
- What are the key areas and influence to increase general and IT project success?
- About Project Management Office (PMO), setting up, and its roles and responsibilities.

## 5-DAY SUCCESSFUL PROJECT MANAGEMENT (cont.)

### Course Content

#### INITIATING PHASE

- Defining project needs, functional and technical requirements (using the S.M.A.R.T.)
- Defining measurable objectives to meet project requirements (scoping).
- Developing the Project Charter, and using a project kickoff checklist.
- Project feasibility (technical) and cost-benefit analysis (financial) - Benefit-Cost ratio, Present Value, Net Present Value, Payback Period, and Return On Investment.
- Determining initial project cost estimates (order-of-magnitude/top-down/budget estimation techniques) for project cost-benefit analysis.
- Process flow for project cost preparation.
- Project selection methodology (for limited resources but many projects).

#### PLANNING PHASE

- Developing a Work Breakdown Structure (WBS) from the project scope requirements.
- Develop a Task List from the WBS.
- Detailing resources and cost listings – human, material, facility, equipment, etc.; resource effort, quantities and costs.
- Task sequencing using network diagramming technique.
- Assigning task duration and predecessors, and work estimating.
- Network logic analysis – earliest start and end times, latest start and end times, and float.
- Identifying controllable costs – direct and indirect costs.
- Scheduling the project using the Milestone diagram and Gantt chart.
- Fine-tuning the Gantt chart with leading and lagging, and various project duration reduction strategies.
- Understanding the critical tasks, non-critical tasks, and their role in the Critical Path Method (CPM).
- Using bottom-up estimates for scheduling and cost control.
- Time-phased distribution of expenditures – cumulative cost curve (S-curve).
- Assigning responsibilities to the Responsibility Assignment Matrix (RAM).
- Planning for project risks – risk identification, assessment, and responses.
- Risk management simulation using Monte-Carlo technique.

#### PLANNING PHASE (cont.)

- Planning for risk with contingency (risk management plan and risk management strategies).
- Identifying critical resources influencing project duration and costs – using Monte-Carlo simulation and Tornado Diagramming technique.
- Quality planning tools and techniques: monitoring and tracking quality using charts (control charts and pareto charts), problem-solving and decision-making.
- Procurement planning – contract types, RFQ, RFP, solicitation, purchase, and award.

#### EXECUTING PHASE

- Executing the project plan, and tracking project schedule progress using the Gantt Chart.
- Tracking schedule and cost (expenditures) using Earned Value Management (EVM) technique.
- Performance reporting using EVM technique.

#### Problem-Solving And Decision-Making Techniques

- The Six-Step Problem-Solving Model
- Brainstorming, Nominal Group Technique, Delphi, And Crawford Slip Techniques
- Affinity Technique
- Decision Tree Diagramming (Using Event Probabilities)
- Cause And Effect Diagramming
- Verifying project scope deliverables and stage sign-offs.
- Responding to project risks (executing risk responses, monitor and control the execution of the responses).
- Work-around risk responses (for risks unidentified in risk management plan).
- Risk monitoring.
- Quality assurance and audit.

#### MONITORING & CONTROLLING PHASE

- The change control system – change request, change control board, change impact assessment approve/disapprove, change implementation schedule, and updating configuration documents.
- Control schedule and cost variances against baselines by using EVM technique.
- Quality control tools and techniques. The quality cost categories.

## 5-DAY SUCCESSFUL PROJECT MANAGEMENT (cont.)

### Course Content

#### CLOSING PHASE

- Administrative close-out checklist - product verification (formal acceptance and handover sign-offs), closing project books, post-mortem, documenting lessons learned, archiving project documents, disbanding, rewarding and thanking the team.
- Contract close-out administration checklist - final scope verification of supplier deliverables (as per contract), document lessons learned, closing the contract, and thanking the supplier.
- What is Next? Post-project contracts, enhancement or upgrade project(s), and solving outstanding project issues.

#### Other Project Case Studies

- Real Cases (Stories) on Challenges: System deployment and change management, change of user groups and effect on project, a new project manager facing difficulties to get team support and loyalty, project managers being treated like project administrators by the CEO, and many others.
- Situational project cases.

#### Softwares Used In This Workshop:

- Microsoft Project 2003
- Microsoft Office Suite v2000 or above (Word, Excel & Powerpoint)
- Internet Explorer v5.5 or above
- WBS Chart Pro 4.4 or above for WBS charting
- Earned Value charting and tracking
- @Risk for Project and Excel simulation softwares

### Who Can Benefit

Managers and executives who are directly involved in planning and implementation of any kind of general and IT projects, or setting up a Project Management Office, and those requiring an advance set of tools to assist in cost estimation, cost tracking, procurement, contract, risk assessment and management, quality control and scope verification.

## PROJECT MANAGEMENT WORKSHOP FOR SENIOR MANAGEMENT

### Course Overview

This course is intended for senior managers of project organisations to manage on a macro-level projects. Senior management issues and considerations to streamline project operations and improve accountability and standardisation, including having a common project management language.

### Objectives

- To check and determine existing project management system of processes are adequate for business need of the project organisation.
- Embrace world-accepted project management standard and guidelines.
- Recognise roles, and provide support to project teams.

### Course Outline

#### Management considerations on:

Functional-matrix-projectised organisation hierarchies.  
 Roles and responsibilities  
 Project management stakeholders and their implications on projects.  
 Stakeholder conflicts of interest, and how to resolve them.  
 Executive support for projects.  
 Executive management leadership in projects.  
 Setting up a Project Management Office (PMO), and its roles.

#### The recognised standard in Project Management system and processes:

The project life cycle – initiation-planning-execution-control-closeout phases.  
 The nine knowledge areas within PMBOK – scope, time, cost, quality, risk, human resource, communications, procurement, and integration.  
 Corporate standard/guidelines for Project Management.

#### Executive management role in projects:

Defining executive management, project manager and team member roles, accountability, and responsibilities.  
 Determining the project team - selecting project manager and team members – personality profiling to match job requirements using McClelland three needs theory.  
 Coaching and mentoring, including team development initiatives.

Understanding performance reporting using Earned Value Analysis  
 Project Failure And Success (Malaysia) Case Studies

### Training Approach

The tempo of the training is light-hearted and fast-paced. Our experience suggests that this makes people actually look forward to attending our training sessions and reinforces the motivational effects.

### Methodology

Presentation and real case studies.

# REGISTRATION FORM

## Project Management Professional

Programme Series: \_\_\_\_\_ Registration Date: \_\_\_\_\_

Programme Title : \_\_\_\_\_ Programme Date : \_\_\_\_\_

Company : \_\_\_\_\_ Contact Person : \_\_\_\_\_  
 Address : \_\_\_\_\_ Designation: \_\_\_\_\_  
 \_\_\_\_\_ Email: \_\_\_\_\_  
 \_\_\_\_\_ Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Delegate(s)	Designation	Email
1. _____	_____	_____
2. _____	_____	_____
3. _____	_____	_____
4. _____	_____	_____
5. _____	_____	_____

\* Please indicate title of delegate(s) (Dato'/Datin/Dr/Mr/Mrs/Ms) and use a separate sheet if you have more than 5 delegates.

### Payment Options

Cheque Bank \_\_\_\_\_ Cheque No. \_\_\_\_\_  
 Payable to 'KDU Management Development Centre Sdn Bhd'  
 \* *Please write delegate(s) name(s) & event title at the back of the cheque*

Credit Card Card No. : \_\_\_\_\_ | \_\_\_\_\_ | \_\_\_\_\_ | \_\_\_\_\_  
 Name on Card : \_\_\_\_\_ Expiry Date: \_\_\_\_\_

### Registration & Payment Policy

Upon signing this form, you are deemed to have read and understood the Registration and Payment Policies and have accepted the terms contained therein. This registration form together with the payment MUST reach us at least 5 working days before the commencement of the event. Full payment is due upon registration in order to guarantee the seat(s).

#### Substitution of Delegate(s):

This is allowed provided KMDC is notified in writing of the name(s) and designation(s) of the new delegate(s) at any time prior to commencement of the event. Transfer of registration to other KMDC courses is not allowed.

#### Cancellations

All cancellations of registration must be made to KMDC in writing.

If cancellations are received:

- (a) more than 14 days before the event, a full refund of the fees less a 10% administrative charge will be given;
- (b) 7 - 14 days before the event, a 50% refund will be given;
- (c) less than 7 days before the event, no refund will be given;
  - (i) a substitute delegate is welcome to take your place, or
  - (ii) a set of course materials will be given.

**Company Stamp**

Signature : \_\_\_\_\_ Date : \_\_\_\_\_

Name : \_\_\_\_\_ Designation : \_\_\_\_\_