

Project Management Workshop 項目管理工作坊

MEDIUM : English / Cantonese / Putonghua COURSE CODE : PMW

For many companies today, projects have become a vital part of their operation and existence. Important as they may, statistics show that only 28% of all projects are completed on time and on budget. The problem can often be traced back to project leadership: Most projects are led by someone who may know a lot about the subject of the project, such as an engineer or software developer, but who may have little knowledge or experience of project management itself.

Project management requires a methodology and set of skills very different from those of technical work. **This workshop provides participants a comprehensive overview of the processes, skills, tools and techniques required to lead a project.** Through a series of *simulated exercises, games and discussions*, participants will experience the joy and benefits of applying a proven methodology to project management.

Information and approach used in the workshop is consistent with many well-known methodologies, and can be used as a stepping stone to further preparations of certification examinations in project management such as PMP.

Audience Project Managers, Team Leaders, people with current or future project management responsibilities

Methodology

Instructional methods: *Discussions, mini-lecture, case studies, simulated exercises, games, role plays*

The first day will focus on the concepts in project management and some tools and techniques for planning a project.

The second day will focus on the tools and techniques in risk planning, monitoring and controlling a project, managing problems changes, and communication to stakeholders.

Focus

Other than learning project management tools, the Workshop will also emphasize on the following aspects:

1. Project Communication: Participants will learn to report all key components of the project status onto a simple format, making it easy to report and understand by both the reporter and reportee.

2. Risk Management: As all projects incur uncertainties, this aspect will be adequately dealt with to enable project leaders or team members to plan for and manage risks in a project.

What participants will learn

At the completion of the workshop, participants will be able to:

- Relate a project and project objectives to business needs
- Identify project objectives, constraints and stakeholders
- Plan milestones, tasks, resources and budget for a project
- Manage project quality and risks
- Control project progress
- Apply project management tools and concepts to your workplace

Course Outline

1. The Project Management Framework

Through *group discussions*, participants will learn:

- The “what” and “why” of Project Management
- Types and Characteristics of a Project
- Roles and responsibilities of a Project Manager
- The Project Life Cycle
- The Triple Constraints
- Common pitfalls
- Key Success Factors

2. Project initiation and initial studies

Through a *case study and group discussions*, participants will learn:

- Project triggers
- Project initiation
- Feasibility study
- Identifying project scope and objectives
- Identifying deliverables, requirements, and constraints
- Identifying stakeholders
- Project Requirement Document (PRD)

3. Project Planning

Planning a project is crucial for project success. Through a *simulation exercise, discussions and practice exercises*, participants will learn the following concepts, tools and skills:

- Managing scope and tasks**
- Work Breakdown Structure (WBS)
 - Identifying project stages, key decision points and milestones
 - Scheduling tasks and resources
 - Gantt Chart
 - Network Diagram
 - Precedence Diagramming

- Managing time**
- Critical Path Analysis
 - Estimating Activity Duration
 - Accelerating the schedule

- Managing costs**
- The project budgeting process
 - Direct costs
 - Indirect costs

Managing quality

- Defining quality
- Creating a quality plan

4. Risk Planning

Every project involves some elements of uncertainties and therefore risks. Through a *simulation exercise, discussions and practice exercises*, participants will learn how to plan for risks, specifically:

- Identifying project risks
- Assessing risks
- Risk management options
- Creating a risk management plan

5. Project Control

Through a *simulation exercise, discussions and practice exercises*, participants will learn how to monitor and control the progress of a project, specifically:

- Levels of control
- Quality control
- Time control
- Cost control
- Risk control
- Holding team meetings

6. When things do not work out as planned

It is most people's experience that things rarely work out exactly according to a plan. This session deals with what one should do when things do not turn out as expected. Topics covered here include:

- Unexpected problems and changes
- Measuring deviation and impact
- Evaluating corrective options
- Accelerating a project: Options and considerations

7. Project Reporting

Communicating with stakeholders is an important although often neglected aspect of project management. This section focuses on when and what to communicate. Topics covered include:

- The need to report to stakeholders
- When should reporting be done
- Level of details for reporting
- The need for simplicity

8. Project Conclusion

- Defining completion
- Project acceptance
- Wrap-up
- Learning from a project: documentation, feedback, evaluations