

Project Management Workshop

MEDIUM : Cantonese / English

Duration: 2 Days

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*

Approach

When taking this Workshop, participants will achieve their learning by working on three simulated projects: A towel construction competition, a dinner preparation, and the hiring of a staff member or a project specific to the participants' industry if appropriate and applicable. Tools and concepts will be introduced at various stages of these projects, while participants will practise using these tools in the simulation.

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

Day 1

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

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

People Interaction in Project Management

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Day 2

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.

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 section 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

Project Management ensures that a project is executed efficiently and effectively. It involves the planning and control of activities in a project.

To this end, most project management training focus on the tools and techniques required to plan and monitor a project. Projects however are only as good as the people who are working on them. As such, much of a project's success depends on how well a project manager interacts with his/her team members and other stakeholders.

The purpose of this workshop is to provide project managers with the necessary skills to interact with others to ensure success of a project.

Who Should Attend

Project managers and project coordinators

Course Outline

1. Understanding Projects and People Interaction

- Every project is unique
- Project Life Cycle
- Project environment
- Role of Project Manager
- Interacting with different stakeholders
- Why projects fail?

2. Clarifying requirements

- Project brief
- Key questions every project manager must ask
- Clarifying requirements and scope
- Managing expectations

3. Planning and allocating tasks

- Simple but effective planning tools
- Involving relevant people in the planning
- Getting input and buy-in from team members

4. Monitor and Control

- What and how to monitor
- When things don't work according to plan
- Managing unplanned changes
- Negotiating revised due date
- Asking for additional resources

5. Learning from a project

- Conducting a project post-mortem
- Celebrating success

6. Summary

Project Management for End Users

MEDIUM : English

Duration: 2 Days

IT Projects represent a great challenge for many organisations, and many of them fail.

Reasons for IT project failure include:

- Poor planning
- Poor project governance
- Ill-defined requirements
- Scope creep
- Uncontrolled changes
- Failure to define quality and plan for quality
- Failure to deliver on technical solutions that truly deliver business value
- Incorrect analysis
- Software specifications being difficult to understand by business users
- Poor monitoring and control of deliverables

It is possible to avoid IT Project failure by following a proven approach to planning and management. However, simply adopting a Project Management methodology is no recipe for success. **Business users involvement in IT projects is critical to the success of any IT Project, but users must have knowledge of IT Project Management techniques, tools and practices to increase the chance of their success.**

This course is designed specifically to assist business users to understand the intricacies of IT Projects and provide them with skills, knowledge and a range of tools, which will help them to understand:

1. How to develop an IT plan that will deliver real outcomes and provide business value
2. How quality is defined and planned
3. How risks are identified and managed
4. How a phased approach helps estimating and management
5. How to articulate requirements in a way that will reduce omissions, errors, ambiguity, and scope creep
6. Business user's role in the project and how they best add value to ensure project success
7. How business users can best manage IT resources

The following principles are adhered to in order to ensure participants maximise their time on this course:

- a. No IT Jargon ! - to ensure all business users understand the principals involved
- b. It is specifically designed for business people and specifically relates to their role and responsibility on an IT project
- c. The techniques specifically address how Business People influence, control and manage technical resources?
- d. The course specifically addresses IT Project failure and discusses the various tools that business people have at their disposal to prevent failure or address issues as they arise.
- e. The course uses "real-life" IT case studies for participants to study and practise their newly learned techniques.
- f. This is not a generalist Project Management course – it is specifically designed to address the intricacies that are experienced by business users involved on IT Projects.
- g. This course will also cover the planning of non-technical aspects of IT Project delivery including Business Change Management, User Adoption, User Training, User Documentation, End User Support, etc.
- h. The course involves the use of case studies, discussion forums, group exercises, and the provision of "take-away" material to ensure maximum participant involvement and increase participant understanding.

A range of electronic templates will be made available to allow participants to adopt and modify them for use in their organisation.

Course Outline

1. Introduction

- Why IT Projects fail?
- 10 "Golden Rules" for successful IT Project Management
- What are the skills required to be an effective IT project manager?
- How can a business user be an effective IT Project Manager, and what skills and capabilities do they require?
- The role of business users in an IT project.

2. Project Establishment

- Aligning projects with key corporate initiatives
- Defining business value, project objectives, deliverables and benefits
- Identifying items that must be measured and monitored
- Defining critical success factors and key performance indicators
- Defining project scope
- Identifying key risks

3. High Level Planning

- Planning and sequencing Deliverables
- Planning for Quality in IT Projects
- Implications of Quality versus Time versus Budget
- The use of planning techniques such as Product Based Planning

4. Project Governance

- What is the purpose of this group?
- Who needs to be involved?
- What are their roles and responsibilities?
- How do business users influence this group?
- The use of Stakeholder Commitment Agreements

5. Planning and estimating techniques

- Use of Planning Tools in IT Projects
- Work Breakdown Structures, Activities, Targets, Milestones and Tollgates
- IT project risk management and its impact on project resourcing
- Estimating Techniques and Budget forecasts

6. Controlling and managing projects

- Monitoring Quality, Budget, Time, Progress
- Managing slippage, risks, change, deviations, and issues

7. Techniques in defining accurate user requirements:

- The software development lifecycle explained
- Technical design techniques explained including the Data Dictionary, ERD diagrams, Use Cases, Data flow diagrams, Wire frames, business rule documentation
- The principals of a Test Approach to requirements definition
- Successful use of Prototyping
- When to use techniques such as Critical Requirements Analysis and Responsibility Matrices

Managing Complex Large Scale Projects

MEDIUM : Cantonese / English

Duration: 1 Day

Research shows that larger projects have greater risk of failure. There is a common belief that bigger projects have more risks, more issues, more steps to manage and more things to go wrong. Is it merely that simple or are there other things at play here.

This course discusses the characteristics of complex projects and why they hold so many challenges. It discusses a range of techniques and methodologies that are critical for large/complex project being a success.

This course includes many examples based on the presenter's extensive experience as a Program Manager. It also includes *workshops and case studies* to allow participants to reinforce the skills learned.

Beneficial To

- Project Managers of varying levels of experience.
- Project Stakeholders and Steering Committee members
- All staff involved in large/complex Projects.

Course Outline

1. Characteristics of Large Complex IT Projects

- Characteristics of complex projects
- Definition of project failure
- Why are these projects more prone to failure and what's necessary to avoid it
- Why different techniques are required for larger/complex projects
- Common mistakes of the "Business"
- Common mistakes of the Project Manager
- Use of the right Methodology in preventing failure

2. Stakeholder Management

- Managing multiple stakeholders and their expectations
- Complexities of business politics and business culture
- Use of Stakeholder Commitment Agreements and Responsibility Matrices
- How Risk Management and Critical Success Factors (CSFs) assist us to manage
- Managing multiple users
- Managing multiple teams
- Gaining sign-off

3. Program versus Project management

- Principles of Project Portfolio Management
- Defining and implementing the "Vision"
- Governance models and roles of stakeholders
- Managing simultaneous activities
- Project integration and dependencies
- Program controls and frameworks
- Program funding cycles
- Important tools and methods
- Prioritising your management efforts
- Trusting and "not-trusting" your team leaders
- Managing the multitude of project information
- Effective reporting

4. Managing large scale business impact

- Strategies for effective Business Change
- Strategies for greater User Adoption across the organisation
- Business impact assessments
- Processes for "Going Live"
- Development of "Readiness Criteria"
- Use of "Benefits Realisation" Strategies
- Managing Quality

5. Leadership Vs Management

- Importance of Leadership on large scale projects
- Characteristics of Great Leadership
- The pathway to becoming a great leader
- Influencing and persuading people
- Effective leadership styles
- Dealing with conflict within the business
- Effective Delegation
- Delivering "bad news"
- Team meetings

6. Other Tools and Techniques

- Partitioning the project
- Importance of Process, Policy and Structures for the project
- Communication Plans, Tools and Techniques
- Planning and Monitoring techniques and tools
- Recording and monitoring issues, actions, defects, risks, agreements and approvals
- Managing the risks within complex projects

Leveraging the Human Side in Project Management

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Duration: 1 Day

We are now working in an ever-changing environment and many tasks take the form of projects. The successful establishment and implementation of projects is closely related to the leadership effectiveness of the project teams in the organization. Hence, it is vital to acquire the relevant skills to optimize the human relationship dynamics within the project team in order to achieve better result. This workshop aims to cover the ability of leaders in leveraging the human side of project management through focusing on the critical soft skills required in managing a project successfully.

Objectives

Upon completion of the workshop, participants will:

1. appreciate the importance of project leadership
2. build a business case in presenting projects
3. know how to work with aggressive and passive people in project teams
4. appreciate how to conduct project meetings
5. know how to manage conflicts in projects
6. be able to apply what they learn in business project situations

Course Outline

1. Importance of project leadership

- The nature of a project
- Critical success factors of projects
- Why project leadership determines the success of projects

2. Presenting your project ideas effectively

- Build your business case
- Know what decision makers' concerns
- Present your project ideas persuasively

3. Project Communication

- Principles of effective communication in projects
- Techniques in working with aggressive and passive people
- Working with people of different cultures

4. Conduct project meetings

- Why project meetings are critical to the success of project management
- Key principles in managing project meetings
- Roles and duties of project chair, secretary and members in meetings

5. Managing Conflict

- Why conflict is common in projects
- Cognitive vs. Affective Conflict
- Coping with conflict within and outside the project team

IT Project Management

MEDIUM : English

Duration: 2 Days

There are many Project Management methodologies and many Project Management courses. This course differentiates itself from other more "standard" PM courses, by dealing with the specific challenges in managing IT Projects.

The course identifies why so many IT projects fail, and demonstrates how the adoption of best practice techniques can avoid and overcome many problems that IT project managers face.

The course uses "real-life" IT case studies for participants to study and practise their newly learned techniques. It includes case studies, discussion forums, group exercises, and the provision of many "take-away" examples.

The course is designed for new and experienced project managers, wanting to understand best practice approaches in managing IT Projects.

Course Outline

1. Introduction

- What is essential for successful IT project management?
- What is required to be an effective IT project manager?

2. Best practice in Project Management methodologies

- Top 10 reasons why IT projects fails?
- What techniques from the "best" methodologies are designed to help avoid IT Project failure?
- 10 "Golden Rules" for IT Project Managers

3. Project Establishment

- Justifying IT projects (the business case)
- Getting buy-in from users
- Establishing effective project governance
- How to manage stakeholders engaged in IT Projects

4. Project Planning

- Planning for Quality in IT Projects
- The conflict of Quality, Time and Budget in IT Projects
- Aligning IT Projects with Business Objectives
- Defining measurement criteria in IT Projects
- Defining Scope, Constraints, and Assumptions
- The use of Product Based Planning to define quality

5. Planning and estimating techniques

- Use of Planning Tools in IT Projects
- Work Breakdown Structures
- Activities, Targets and Milestones
- Resourcing IT Projects
- IT project risk management and its impact on project resourcing
- Function point analysis and other estimation techniques
- Budget forecasts

6. Controlling and managing projects

- Monitoring Quality, Budget, Time, Progress
- Handling slippage
- Managing risks
- Managing change
- Managing deviations
- Issue management
- Managing people

7. Effective reporting to:

- Governance group
- Stakeholders
- Reference Groups
- Users

8. Project Closure

- Hand-over to the business
- Gaining sign-off of final deliverables
- Post implementation activities