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بروجاكس للتدريب والتطوير
Projacs Training and Development

Advanced Project Management, Negotiation, Leadership, Team Buildings and Contracting (MCPM Workshop 2, 3) – Certified Program*

مواضيع متقدمة في إدارة المشاريع، ومهارات القيادة والتفاوض
والتعاقد وبناء فرق العمل الفعالة – معتمد عالمياً*

12 – 23 October 2020

Kuala Lumpur / Malaysia

Approved and Sponsored Program by the:



University of Colorado

A Member of:



PROJACS ACADEMY



ProjacsAcademy.com



Introduction

This program is devoted to building the skills you will need to craft constructive, win-win agreements within the project team as well as between the project team and the other stakeholders. Exercises will help you master basic concepts such as positions vs. interests, how to prepare for a negotiation, and how to behave during the negotiation. The material is equally applicable to internal negotiations and contract negotiations.

It covers a variety of advanced topics that will help you improve your ability to satisfy your stakeholders' success criteria. You will learn how to evaluate your own performance as a project manager, how to identify organizational weaknesses that interfere with benefits realization, and how to recognize and compensate for weaknesses in Critical Path analysis. In addition, you will learn a structured approach to identifying, selecting, and managing contracts; how to use project dynamics to address intractable problems; and how to analyze and understand cultural differences that so often cause problems in multinational projects.

Approximately 50% of class time is devoted to casework and experiential learning. During hands-on exercises, you will work as part of a team to develop a business case, a work breakdown structure, range estimates, a network logic diagram, and a risk response plan.

This program is taught in English.

Objectives

Upon completion, you will be able to:

- Define the characteristics of an effective leader
- Create a motivating work environment
- Provide useful feedback to team members
- Communicate more effectively with your team
- Surface and deal with conflict
- Describe the four types of negotiations
- Describe the five styles for negotiating
- Prepare for your negotiations using a structured negotiating plan

- Craft win-win agreements that preserve your relationship with your counterpart
- Evaluate your own performance as a Project Manager against objective criteria
- Appraise your organization's overall project management competence
- Explain why critical path analysis almost always underestimates the project duration
- Identify the basic elements of a contract
- List the eight factors that cause most contract disputes
- Differentiate common contract types
- Assess corrective action using systems thinking concepts
- Address cultural differences within your project team

Who Should Attend?

These programs are designed for individuals who have or expect to have responsibility for leading or managing a project, subproject, or project phase. Newcomers will learn new skills. More experienced managers will enhance their ability to apply what they already know.

Course Outline

Day One

Introduction

- Leadership, management, and team building
- Characteristics of a leader
- Three leadership models
- “The Four House”

Motivation

- Skill vs. will: the importance of knowing the difference
- Herzberg’s view: motivation vs. satisfaction
- Ideas for motivating your project team members

Feedback

- Establishing the context
- How and when to provide reinforcing feedback
- How and when to provide redirecting feedback

Day Two

Delegation

- Delegation vs. assignment
- S.M.A.R.T. delegation
- A six level delegation model

Team Building Basics

- Stages of team development
- The importance of trust
- Understanding and accommodating personality styles

Telling Better Business Stories

- Why use stories
- Good stories and bad stories
- How to use stories to improve team performance

Day Three

Dealing with Conflict

- Differences vs. conflicts
- The role of emotions
- Three common causes of conflict (and how to deal with them)

High Performance Teams

- Characteristics of a high performance team
- What's needed to create high performance
- Exercise: LEGOkid

Day Four

Negotiation Concepts

- Four types of negotiations
- Five negotiating styles
- Win-lose vs. win-win negotiation
- The style preferred by successful negotiators (and why)

Positions and Interests

- Your interests, their interests, shared interests
- Finding the interest behind the position
- Finding hidden interests

Developing Options

- Targets and baselines
- What is your Best Alternative? (BATNA)
- Using a Currently Perceived Choice Chart
- Completing an Issues Matrix

Day Five

Face-to-face Behavior

- Choosing your attitude and style
- Ultimatums: when they are okay and when they aren't
- Common errors

Leverage

- The difference between leverage and power
- Sources of leverage
- Using leverage to improve your results

Follow-through

- Keeping your commitments
- Monitoring compliance

Week Two:

Day One

Introduction

- Project management professionalism around the world
- Types of assessments and credentials
- Basics of performance-based competence assessment

Assessing the Performance of Individual Project Managers

- What are the right things to do?
- How do you know if you are doing them right?
- Planning for self-improvement

Assessing Organizational Support for Project Management

- The elements of organizational competence
- Assessing your organization
- Planning for improvements

Day Two

Advanced Scheduling Topics

- Review of key concepts and definitions
- The Scheduling Wheel: scheduling as an iterative process

Sequencing

- Activities, dependencies, and milestones
- Four types of dependencies (and one to avoid)
- Dealing with repetitive work

Schedule Development

- Critical Path analysis
- Understanding critical path calculations
- Probabilistic analysis (Monte Carlo) to deal with uncertainty
- Resource leveling and resource smoothing
- Project and personal calendars

Managing the Schedule

- A scheduling checklist
- Managing float
- Optimization techniques: crashing and fast-tracking
- Status reviews and schedule metrics

Day Three

Contracting Fundamentals

- Projects, procurement, and contracts
- Understanding the buyer-seller relationship
- The four required elements for a valid contract

Procurement Planning

- Statement of Work: required and optional elements
- Procurement management plan
- Types of procurement documents
- Preparing the procurement documents: what to include, what to omit

Selection

- Should you go sole source?
- Different approaches to bidding
- Four techniques for evaluating the responses

Contract Management

- High priority contracting risks
- Improving communication between buyer and seller
- Alternative dispute resolution
- Contract closeout

Day Four

Contractual Issues: Conduct of the work

- The importance of clear specifications
- Is the price reasonable?
- Advantages and disadvantages of three different contract types

Contractual Issues: Assurances for both parties

- Product performance guarantees
- Financial guarantees: payment and performance bonds
- Warranties: coverage, responsibilities, damages
- Limitation of liability

Day Five

Project Dynamics: the Law of Unintended Consequences

- The project as a system: flows and feedback
- Basics of Casual Loop Diagrams

Increasing Your “Cultural IQ”

- Understanding ethics: choosing when there are no good options
- Managing across cultural divides

Training Method

- Pre-assessment
- Live group instruction
- Use of real-world examples, case studies and exercises
- Interactive participation and discussion
- Power point presentation, LCD and flip chart
- Group activities and tests
- Each participant receives a binder containing a copy of the presentation slides and handouts
- Post-assessment

Program Support

This program is supported by interactive discussions, role-play, case studies and highlight the techniques available to the participants.

Schedule

The course agenda will be as follows:

- | | |
|---------------------|------------------|
| • Technical Session | 08.30-10.00 am |
| • Coffee Break | 10.00-10.15 am |
| • Technical Session | 10.15-12.15 noon |
| • Coffee Break | 12.15-12.45 pm |
| • Technical Session | 12.45-02.30 pm |
| • Course Ends | 02.30 pm |

Course Fees*

- **5,500USD**
**VAT is Excluded If Applicable*

مقدمة

يكرس هذا البرنامج لبناء المهارات التي ستحتاجها لصياغة اتفاقيات بناء وفائدة في إطار فريق المشروع وكذلك بين فريق المشروع وأصحاب المصلحة الآخرين. ستساعدك التمارين على إتقان المفاهيم الأساسية مثل المواقف مقابل الاهتمامات، وكيفية الاستعداد للتفاوض، وكيفية التصرف أثناء التفاوض. تنطبق المواد بالتساوي على المفاوضات الداخلية ومفاوضات العقود.

كما يغطي هذا البرنامج مجموعة متنوعة من الموضوعات المتقدمة التي ستساعدك على تحسين قدرتك على تلبية معايير نجاح أصحاب المصلحة. سوف تتعلم كيفية تقييم أدائك الخاص كمدير مشروع، وكيفية تحديد نقاط الضعف التنظيمية التي تتداخل مع تحقيق الفوائد، وكيفية التعرف على نقاط الضعف في تحليل المسار الحرج والتعويض عنها. بالإضافة إلى ذلك، سوف تتعلم منهجًا منظمًا لتحديد العقود واختيارها وإدارتها، كيفية استخدام ديناميكيات المشروع لمعالجة المشكلات المستعصية؛ وكيفية تحليل وفهم الاختلافات الثقافية التي تسبب في كثير من الأحيان مشاكل في المشاريع متعددة الجنسيات.

ما يقرب من 50 ٪ من وقت الفصل الدراسي مخصص لأعمال القضايا والتعلم التجريبي. أثناء التدريب العملي، ستعمل كجزء من فريق لتطوير حالة عمل، وهيكل تفصيل للعمل، وتقديرات النطاق، ومخطط منطقي للشبكة، وخطة الاستجابة للمخاطر.

يتم تدريس هذا البرنامج باللغة الإنجليزية.

الاهداف

عند الانتهاء من هذه البرامج، سوف تكون أكثر قدرة على:

- تحديد خصائص القائد الفعال
- خلق بيئة عمل محفزة
- تقديم ملاحظات مفيدة لأعضاء الفريق
- التواصل بشكل أكثر فعالية مع فريقك
- السطحية والتعامل مع الصراع

- وصف الأنواع الأربعة للمفاوضات
- وصف الأساليب الخمسة للتفاوض
- التحضير للمفاوضات الخاصة بك باستخدام خطة تفاوض منظم
- صياغة الاتفاقات الرابحة التي تحافظ على علاقتك مع نظيره
- تقييم الأداء الخاص بك كمدير مشروع ضد معايير موضوعية
- تقييم الكفاءة الشاملة لإدارة المشاريع الخاصة بالمؤسسة
- شرح لماذا يقوم تحليل المسار الحرج دائماً بتقليل مدة المشروع
- تحديد العناصر الأساسية للعقد
- قائمة العوامل الثمانية التي تسبب معظم النزاعات العقد
- التفريق بين أنواع العقود الشائعة
- تقييم الإجراءات التصحيحية باستخدام مفاهيم التفكير في الأنظمة
- معالجة الاختلافات الثقافية داخل فريق المشروع الخاص بك

الحضور

تم تصميم هذه البرامج للأفراد الذين يتوقعون أو يتوقع منهم تحمل مسؤولية قيادية أو إدارة مشروع أو مشروع فرعي أو مرحلة المشروع. سوف يتعلم القادمون الجدد مهارات جديدة. سوف يعزز المدراء الأكثر خبرة من قدرتهم على تطبيق ما يعرفونه بالفعل.