Projacs
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بروجاكس للتدريب والتطوير
Projacs Training and Development

Modern Project Management, Risk, Negotiation, Leadership and Team Building (MCPM Workshop 1, 2) – Certified Program*

الاحتراف في إدارة المشاريع وتجنب المخاطر وفن التفاوض والمهارات القيادية وبناء فرق العمل – معتمد عالميا*

07 – 18 October 2019

Kuala Lumpur

Approved and Sponsored Program by the:

University of Colorado

A Member of:

PROJACS ACADEMY

ProjacsAcademy.com

Introduction

This two weeks program is designed to help you develop project management skills that will be immediately useful, usable, and *used* back on the job. How do we do this? We use actual projects provided by the participants in each class as the basis for all of the key exercises. This allows you to practice in a realistic environment that is not black and white, but shades of gray — just like the real world.

The first week of the program will help you develop the skills needed to build and execute a realistic and robust project plan. You will learn how to balance product constraints, cost constraints, and schedule constraints in order to maximize stakeholder satisfaction. You will also learn how to measure project performance objectively. The program also includes extensive treatment of qualitative risk management — how to find and respond to the *real* risks on your project, the ones that are most likely to cause you to fail. You will also learn how to write useful risk statements and how to recognize the conceptual biases that can interfere with good project risk management.

The second week of the 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.

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:

- Prepare an effective business case.
- Develop and document project success criteria.
- Construct a work breakdown structure that adds value.
- Improve the accuracy of project estimates.
- Recognize common activity sequencing errors.
- Calculate an activity-based critical path.
- Use earned value to guide corrective action.
- Write risk statements that produce results.
- Determine which project risks require a response.
- 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

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

Week One:

Week One: Day One

Introduction

- Review of your project management challenges
- Projects and project stakeholders
- A non-traditional view of the triple constraint

The Project Planning Process

- Dealing with the "fuzzy-front end"
- Product-scope vs. work-scope: what they are, how they are related
- Key work-planning components

Business Case

- Writing a powerful problem statement
- Understanding what your real deliverables are
- Constraints, assumptions, and exclusions

Week One: Day Two

Project Success Criteria

- The two major dimensions of project success
- How to write clear and motivating success criteria
- Required categories of success criteria
- Influencing success criteria that are beyond your control

Developing a Work Breakdown Structure (WBS)

- Purpose of the WBS
- Using your WBS to discover missing work items
- Six steps to a better WBS

Cost Estimates and Project Budgets

- Using range estimates to deal with uncertainty
- Converting estimates into budgets
- Calculating an appropriate cost reserve

Week One: Day Three

Scheduling Basics

- Common sequencing errors
- Critical path basics

Measuring Project Progress

- Objectives of progress measurement
- Earned Value Management fundamentals

Week One: Day Four

Project Risk Management

- Basic philosophy: fire-fighting vs. fire prevention
- Risks, problems, and responses to each
- Risk tolerance
- Threats and opportunities

Identifying Project-Specific Risks

- How to use a risk checklists
- Writing clear and useful risk statements

Prioritizing Project-Specific Risks

- Probability-impact matrix
- Expected monetary value
- Added factors

Week One: Day Five

Developing Risk Responses

- Accept, mitigate, or avoid
- Characteristics of an effective response
- Mitigation options
- Understanding and using reserves and contingencies

Program Summary

- Getting the most from what you've learned: less is more

Week Two:

Week Two: 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

Week Two: 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

Week Two: 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

Week Two: 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

Week Two: 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

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

تم تصميم هذا البرنامج لمدة ثلاثة أسابيع لمساعدتك على تطوير مهاراتك في إدارة المشاريع التي ستكون مفيدة على الفور، وقابلة للاستخدام، وتُستخدم مرة أخرى في العمل. كيف نفعل ذلك؟ نستخدم المشاريع الفعلية التي يقدمها المشاركون في كل فصل كأساس لجميع التمارين الرئيسية. هذا يسمح لك بالتدرب في بيئة واقعية ليست سوداء وبيضاء، ولكن ظلال الرمادي - تماما مثل العالم الحقيقي.

سيساعدك الأسبوع الأول من البرنامج على تطوير المهارات اللازمة لبناء وتنفيذ خطة مشروع واقعية وقوية. سوف تتعلم كيفية تحقيق التوازن بين قيود المنتج، وقيود التكلفة، وجدول القيود من أجل زيادة رضا أصحاب المصلحة. سوف تتعلم أيضا كيفية قياس أداء المشروع بشكل موضوعي. يشمل البرنامج أيضًا معالجة مكثفة لإدارة المخاطر النوعية - كيفية العثور على المخاطر الحقيقية والاستجابة لها في مشروعك، التي من المرجح أن تتسبب بالفشل. سوف تتعلم أيضًا كيفية كتابة بيانات المخاطر المفيدة وكيفية التعرف على التحيز بالمفاهيم الذي يمكن أن يتداخل مع إدارة مخاطر المشروع.

يكرس الأسبوع الثاني من البرنامج لبناء المهارات التي ستحتاجها لصياغة اتفاقيات بناءة 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.

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.

الحضور

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

الاهداف

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

- إعداد حقيبة اعمال فعالة.
- تطوير وتوثيق معايير نجاح المشروع.
- بناء هيكل العمل الذي يضيف قيمة للمشروع.
- تحسين دقة تقديرات المشروع.
- التعرف على أخطاء تسلسل النشاط المشترك.
- حساب مسار حيوي قائم على النشاط.
- استخدام القيمة المكتسبة لتوجيه العمل التصحيحي.
- كتابة بيانات المخاطر التي تؤدي إلى نتائج.
- تحديد مخاطر المشروع التي تتطلب استجابة.
- 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 نظيرك