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بروجاكس للتدريب والتطوير
Projacs Training and Development

Mastering Modern Project Management™ and the Risk Management – Certified Program* (MCPM Workshop 1) الاحتراف في إدارة المشاريع والمخاطر – معتمد عالميا

22 - 26 April 2018

Dubai / United Arab Emirates

A Member of:



PROJACS ACADEMY



ProjacsAcademy.com



Introduction

This five-day 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. This 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 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.

Approximately 70% 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 project definition document, a work breakdown structure, range estimates, a network logic diagram, and a risk response analysis.

Objectives

Upon completion, you will be able to:

- Prepare an effective project definition document.
- Develop and document project success criteria.
- Construct a work breakdown structure that adds value.
- Improve the accuracy of project estimates.
- Sequence project activities.
- Calculate an activity-based critical path.
- Determine which project risks require a response.
- Write risk statements that produce results.
- Use contingency and management reserves appropriately.
- Use earned value to guide corrective action.

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

- Review of your project management challenges
- Organizational Competence in Project Management™ (OCiPM)
- Identifying the project's stakeholders and their interests
- Scope vs. work: what they are, how they are related

The Project Planning Process

- Why so many project teams are reluctant to plan appropriately
- Dealing with the “fuzzy-front end”
- Project management processes and product-oriented processes
- A non-traditional view of the triple constraint

Project Definition Document

- Writing a powerful project justification
- Understanding what your real deliverables are
- Constraints, assumptions, and exclusions

Day Two

Project Success Criteria

- Two major dimensions of project success
- Getting the stakeholders involved
- 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
- Integrating the WBS with the project life cycle

Estimating

- Funding estimates vs. control estimates
- Using range estimates to deal with uncertainty
- Converting estimates into budgets
- Calculating an appropriate cost reserve
- Getting your budget approved

Day Three

Project Scheduling

- Duration estimating and sequencing
- Critical path and merge bias
- Preliminary schedules vs. schedule baselines
- Estimating an appropriate schedule reserve

Project Risk Management

- Basic philosophy: fire-fighting vs. fire prevention
- Risks, problems, and responses to each
- Project risk management throughout the project life cycle

Very High Probability Risks (and responses to each)

- Lack of stakeholder agreement about outputs and outcomes
- Scope creep
- Unreasonable effort, cost, and schedule targets

Identifying Project-Specific Risks

- Checklists and taxonomies
- Stakeholder interviews and success criteria
- Writing clear and useful risk statements

Day Four

Prioritizing Project-Specific Risks

- Assessment bias: “last night, they got the elephant”
- Expected monetary value
- Weighted extremes
- Probability-impact matrix

Developing Risk Responses

- Accept, mitigate, or avoid
- Characteristics of an effective response
- Mitigation options
- Understanding and using reserves and contingencies
- Using decision trees to help evaluate responses

Risk Interactions

- Multiple impacts
- Stakeholder differences
- How to use a risk response interaction matrix

Day Five

Risk Case Study

- Developed by participants

Measuring Project Progress

- Change management and corrective action
- Objectives of progress measurement
- Different approaches to progress measurement
- Milestones: the Game of Projects

Recap and Review

- Getting the most from what you've learned: less is more
- Mapping the tools and techniques to your project challenges

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*

- **2,950USD**
**VAT is Excluded If Applicable*

مقدمة

تسعى الشركات إلى الوصول إلى قمة النجاح عن طريق توظيف أفضل عناصر الموارد البشرية المؤهلة في مجال إدارة المشروعات. وانطلاقاً من هذا المبدأ فإن شركة "بروجاكس" عملت بالتعاون مع PMP على تطوير وطرح هذا البرنامج التدريبي المكثف حول التطوير الإداري الذي يستمر لمدة خمسة عشر يوماً والذي يتوج اتمام الحضور والمشاركة فيه نيل شهادة الماستر في إدارة المشاريع. وعند تصميم هذا البرنامج، تمت مراعاة ملائمة الموضوعات التي يعالجها مراعاةً شديدة للاحتياجات التدريبية للسادة المشاركين من مديري مشروعات البناء والتشييد والإدارة وتطوير المنتجات الجديدة والخدمات المالية وبرامج المعلوماتية التجارية والالكترونيات ونظم المعلومات والهندسة وصناعة العقاقير والصيدلينيّات.

وكذلك يمكن البرنامج السادة المشاركين من اكتساب المعرفة والمهارات عن طريق قضاء قرابة السبعين بالمائة من زمن الحضور في ممارسة حالات دراسية وبحث عملي وتجريبي. كما أن هذا البرنامج يعمل على مساعدة المشاركين على اكتساب وتعزيز المهارات المطلوب توافرها لديهم لتلبية متطلبات المعايير التي قام بتطويرها "الاتحاد العالمي لمعايير قياس أداء المشاريع (GAPPS)" والمزعم تعميمها وتطبيقها في القريب العاجل.

الاهداف

تهدف شركة "بروجاكس" من وراء تطوير وطرح هذا البرنامج في الأسواق المستهدفة إلى تطوير وتعزيز قدرات ومهارات السادة المشاركين في حضوره ممن يديرون المشروعات المختلفة أو اللذين يؤهلون أنفسهم إلى تولي مناصب قيادية في مشروعات كبرى (سواء على مستوى المشروعات ككل أو مشروعات فرعية تتبعها أو مرحلة من مراحل تنفيذها وإدارتها) بحيث يتمكن حديثي الخبرة بالمجال من اكتساب مهارات جديدة بينما تسنح الفرصة المناسبة لهؤلاء اللذين لديهم القدر الكافي من الخبرة والتمرس لتطبيق ما لديهم من معرفة تطبيقاً عملياً.

الحضور

تم تصميم هذه البرامج للأفراد الذين لديهم أو يتوقعون أن يكونوا مسؤولين عن قيادة أو إدارة مشروع أو مشروع فرعي أو مرحلة في مشروع. وسيتعلم المسؤولون عن المشاريع الجدد مهارات جديدة. وسيقوم المديرون الأكثر خبرة بتعزيز قدرتهم على تطبيق ما يعرفونه بالفعل.