In cooperation with University of Colorado Master's Certificate in Project Management (MCPM Workshop 1, 2, 3) – Certified Program

بالتعاون مع جامعة كولورادو (الولايات المتحدة الأمريكية)
شهادة الماسترز في إدارة المشاريع – معتمد عالمياً

ONLINE COURSE

Approved and Sponsored Program by the:

University of Colorado

ProjacsAcademy.com

Introduction

This three 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.

The third week of this program 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:

- 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
- 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.

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Course Outline

Week 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

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

Scheduling Basics
- Common sequencing errors
- Critical path basics

Measuring Project Progress
- Objectives of progress measurement
- Earned Value Management fundamentals

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

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:
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

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

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

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

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 Three:

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

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

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

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

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

- Live group instruction through the online platform.
- Use of real-world examples, case studies and exercises.
- Interactive participation and discussion.
- Powerpoint presentation, and online activities.
- Self-assessment tests and group think exercises.
- Mini-individual presentation and sharing feedback.

Duration & Timings

Three Weeks Program (3 days a week and four hours daily, total of **36 hours**)

Schedule

Daily Schedule*:
- Session 1   12:00PM - 01:00PM
- Break   01:00PM - 01:15PM
- Session 2   01:15PM - 02:15PM
- Break   02:15PM - 02:30PM
- Session 3   02:30PM - 03:30PM
- Q & A   03:30PM - 04:00PM

* KSA time
* Course agenda can be adjusted according to client's preference

Course Fees*

- **2,000 USD**
  *VAT is Excluded If Applicable