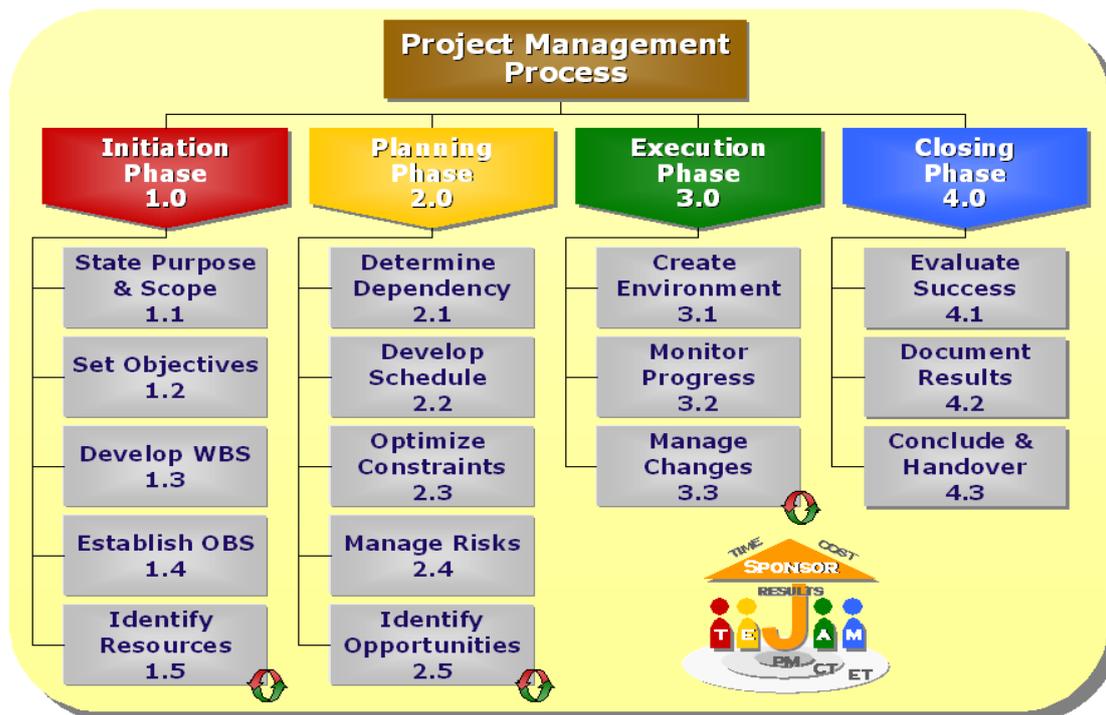


Effective Project Management Framework For Executing Business Strategy

Driving business strategy into solid business results demands strong organizational execution capability. Such capability requires mastery of Project Management. It needs every key manager and executive to learn, develop and master this core skill.

The Effective Project Management course aims to meet this need by providing companies with a project management framework that drives results. We present your organization with a concrete process for strategic execution - solutions to get high return from each project undertaken. Our unique approach is both scalable for all sizes of projects, and adaptable in meeting different organizational challenges. By learning and applying our approach, participants will be able to gather and analyze critical information pertaining to the project. They will be able to plan and manage projects with great confidence and achieve the desired outcome within budget and schedule.

Our systematic project management process consists of four distinct phases: Initiation, Planning, Execution and Closing phase.



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1. Overview of Project Management Process

Initiation Phase – Starting project off on the right foot

Unsuccessful project managers often jump to planning activities when it requires careful thought. An effective project manager (PM) will define the project's objectives and constraints during the Initiation Phase. He or she and the team will identify and clarify the project's purpose, setting the stage for success. They will also establish the scope of the work to be accomplished and outline the resources needed.

Key Learning

- Develop a project scope statement that defines the 3 parameters of success for a project
- Set project objectives and measurements against which success will be measured
- Create a work breakdown structure to organize all the tasks need to be accomplished in the project
- Establish an effective project organization by defining the roles and responsibilities of each member in the project team
- Identify resource requirements needed to accomplish the project tasks

Planning Phase – Ensuring smooth execution through effective scheduling of tasks & managing risks

A well-planned project minimizes obstacles or difficulties that might surface during the Execution Phase. Based on the input from the Initiation Phase, PM and the team will use various scheduling tools and techniques to develop a preliminary project schedule. Project plan will be optimized through the removal of resource conflicts and assessment of risks and opportunities.

Key Learning

- Develop a Network Diagram based on the logical dependency of the various tasks
- Use Gantt Charts to schedule and track project details
- Identify resource profile in order to remove resource overloading and conflicts
- Develop plans that deal with problems and take advantage of potential opportunities when they occur

Execution Phase – Ensuring project is on track by dealing with issues arise during execution

Once thorough planning is completed, the tasks will be carried out. PM and the team will need to monitor the project's progress at all times to ensure project is staying on track. When issues occur during execution, PM and the team will modify the plan to accommodate or take advantage of them.

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Key Learning

- Ensure readiness before execution of project plan
- Monitor the progress of the project against set milestones
- Ensure timely reporting and communication of project status
- Use change management process to modify project plan when issues arise

Closing Phase – Conducting close-out activities & preparing for next project

During the closing phase, PM and the team will evaluate project success by reviewing how well the project objectives were met and whether all the deliverables were accepted by the customer or sponsor. Key learning will be documented for future reference and a close-out meeting conducted to acknowledge contributions of parties involved and bring closure to the team. It is also important to obtain from the team their commitment on post-project support.

Key Learning

- Evaluate how successfully the project objectives were met
- Document key results and learning
- Conduct close-out meeting
- Hand over and provide post-project support

In addition to the technical skills needed to plan and manage project, the course also shares with participants essential people skills such as questioning, listening, team building and conflicts management etc. to help improve communications and allow more effective handling of people issues that might arise in the project

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2. Course Outline

Day One

Introduction

- Course Agenda
- Definition of Process
- Discovery Case

Key Project Management Concepts

- Definition of Project
- Plan / Do Ratio
- Classification of Project
- Project Life Cycle

Initiation Phase

- State Purpose & Scope
- Project Initiation Background, Project Statement, Project Success Parameters
- Set Objectives- Types of Objectives, Measurement of Success
- Develop WBS
- Breaking of Tasks, WBS Grouping, WBS Coding, WBS Dictionary
- Establish OBS
- Roles & Responsibility of Project Sponsor, Project Manager, Team Members, Responsibility Assignment Matrix
- Identify Resource Requirements -
- Types of Resources, Cost Estimation, Project Budget

Planning Phase

- Determine Dependency
- Tasks Dependency, Network Diagram, Duration Estimation, Critical Path Analysis
- Develop Schedule - Gantt Charts, Scheduling Techniques, Milestones
- Optimize Constraints - Optimization Techniques, Resource Loading, Resource Levelling
- Manage Risks - Definition of Risks, Risks Management Strategy, Risk Identification, Risk Analysis, Risks Management Plan
- Identify Opportunities - Definition of Opportunity, Opportunity Management Plan

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Day Two

People Skills

- Communication Process - Communication Model, Obstacles to Effective Communications
- Questions Skills - Open-ended Questions, Closed-ended Questions, 5-Why & What-else Questions
- Listening Skills - Active Listening, Obstacles to Listening
- Effective Team Building
- Conflicts Management

Execution Phase

- Create Environment - Project Baseline, Setting of Ground Rules, Control Planning
- Monitor Progress - Monitoring Techniques, Data Collection, Tracking Frequency/Window
- Manage Changes - Change Management Process, Problem Solving & Decision Making, Adaptive Actions vs. Corrective Actions

Closing Phase

- Evaluate Success
- Document Results
- Close-out & Handover

Course Closure

- End of Course Review
- Final Questions & Answers
- Course Close-out, Evaluation & Admin

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3. Benefits & Values of the Course

Companies gain the following benefits and values through the Effective Project Management Course:

- ❑ Leap Frog Your Execution Capability
 - Establish the foundation of an effective framework that assists the top management to translate company's vision and strategy into clear action;
 - Achieve higher return on your investment by focusing on well established outcome and effectively managing the resources to achieve them.
 - Improve company performances in time-to-market, time-to-volume and time-to-profit

- ❑ Gain Organizational Productivity
 - Provide your people with "best practices" in project management that are proven in achieving productivity gain.
 - Sharpen the ability of your staff to anticipate problems and develop measures to prevent them from occurring. This reduces overall reject, wastage and rework.
 - Understand a framework that will assist the company to retain knowledge and experience gained, and apply lessons learned to improve future project performances and make continuous improvement.

- ❑ Build effective team work
 - Improve communication, minimize conflicts and achieve better co-operation and team work among various departments within the company when working on projects.
 - Understand essential people skills needed to manage projects. These include listening skills, questioning skills, team building skills, and conflict management skills.
 - Improve individual team member's confidence and effectiveness when handling projects.