

Success Solutions

Success is Results not Activity

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SUCCESSFUL PROJECT MANAGEMENT

INTRODUCTION

This course is specifically designed for project managers, aspiring project managers, managers, systems analysts and line staff who need to acquire more effective project management skills, or simply better understand the management of projects. The content and structure of the course equips participants to apply the techniques in their own business environment.

We are often called upon to custom-tailor the course and it has proven very effective as a real-project training program when a new team is about to commence the management of a project.

The course increases participants' understanding of the functions incorporated in project management, from the "mechanics" of planning, controlling and reporting to the principles of change management, and the building blocks of team building. Participants also become more politically aware and focuses on how project management can impact the wider organisation" as a consequence of their learning experience.

Participants will take away several hard copy practical tools, which can be used to ensure their project management is effective. This helps to maximise your return on the course investment.

EXPECTED LEARNING OUTCOMES

By the end of the course students will:-

- have a detailed knowledge of all facets of project management;
- understand the key elements of ensuring a project's success;

PRESENTATION STRATEGIES

A number of strategies will be used in the presentation of this course. These will include: -

- lectures supported by overhead transparencies
- group exercises
- questionnaire
- discussions, sharing of ideas, experiences and opinions
- reference material

By utilising adult learning concepts we ensure participants are able to engage in activities and then reflect on the learning. Content is presented so that the four major learning styles, "theorist", "pragmatist", "reflector", and "activist", are considered.

COURSE DESIGNER & FACILITATOR: Karl Buderus M.B.A., F.A.I.I. ,M.A.C.S.,
A.I.M.M.

I have specifically designed this course to provide a comprehensive solution to the needs of those staff involved, or likely to be come involved, in the management of projects.

I have evolved my philosophical approach and continually refined the course content during fifteen years 'hands on' project management experience in government. I have supplemented that intensive experience with my own professional development experiences, and through constant consultation with colleagues and private sector practitioners. While the theoretical underpinning is presented where relevant, the course is very much a "reality-based" pragmatic approach to project management.

COURSE DURATION

Three days, from 9.00am to 4.30pm. One hour for lunch and fifteen minutes each for morning and afternoon teas.

These 8 Module Outlines describe the content and scope of the course:

MODULE 1:

Introduction and Key Concepts

DESCRIPTION:

Module 1 provides the context for the delivery of the workshop and includes an overview of both the workshop and the manual. The module presents various views of a project and gives a description of the Project Management Institute's "A Guide to The Project Management Body of Knowledge" PMBOK®.

The module also introduces key terms that will be used during the workshop.

SKILL TO BE ACQUIRED:

Participants will gain an understanding of the key project management concepts. Also they will gain a broad understanding of the scope of PMBOK®

EXPECTED LEARNING OUTCOMES:

Participants will be able to: -

- return to their team with an understanding of project management concepts and an appreciation of the scope of PMBOK®.

MODULE 2:

Project Management and the Organisation

DESCRIPTION:

Module 2 examines what project management is and its role in the organisation. Our focus is on the key components in the project proposal and the likely impact of these components on senior management.

It is here in this first module that we begin to stress the importance of correctly establishing a project plan and team. Too often the *seeds of failure* are sown in the first three months of major projects when plans have not yet been put to paper.

SKILL TO BE ACQUIRED:

Participants will gain an understanding of the importance of project management and how it relates to the organisation. They will be able to develop project proposals and also develop an issue resolution process.

EXPECTED LEARNING OUTCOMES:

Participants will be able to: -

- return to their team with an understanding of project management and its relationship to the organisational goals.
- contribute to the development of project proposals.
- prepare a cost/benefit analysis.
- negotiate approval and resources through a business- focused project proposal.
- establish an Issue Resolution Process.

MODULE 3:

Key Strategies and Project Management

DESCRIPTION:

Module 3 examines strategic issues relating to project management. These issues should be addressed early in the life of a project. After 3 months it is often very difficult to recover from problems caused by faulty strategies.

Issues addressed include client relationships, project advocacy and management of time constraints.

SKILL TO BE ACQUIRED:

An understanding of the key strategies that must be in place to minimise problems encountered during the life of the project. Participants will be able prepare a project plan having identified the key components.

EXPECTED LEARNING OUTCOMES:

Participants will be able to: -

- identify key issues at the start of a project and ensure decisions regarding critical issues are correct.
- ensure client relationships are sound and that the project has strong advocacy and a high profile.
- view their roles from both a technical and project management perspective.

MODULE 4:

Project Management and Quality

DESCRIPTION:

Module 4 examines what quality is and looks at the elements of a quality management process.

Quality Assurance must be implemented but the objective should be not only compliance but a higher return from the investment in the system. This concept will be the subject of discussion aimed at gaining a stronger commitment and adherence to the quality process.

SKILLS TO BE ACQUIRED:

Participants will gain an understanding of the quality process and its key role in the task of project management.

EXPECTED LEARNING OUTCOMES:

Participants will be able to: -

- return to their business and review the project management process to identify and install essential quality procedures.
- relate quality concepts to their project, taking into consideration the inter-related elements of quality culture, product quality and a quality management process.
- demonstrate understanding of and contribute to the development of a Quality Plan.

MODULE 5:

Estimating, Planning, Controlling and Reporting

DESCRIPTION:

Module 5 identifies the key issues in estimating, planning, controlling and reporting. Common pitfalls are addressed together with corrective action when all goes wrong. Key points for action are included as well as methods and/or tools that help make the job easier.

Participants are introduced to various instruments such as Task and Time Sheets, Task Control Forms, Milestone Reports and Monthly Reports. Exercises require participants to complete and interpret completed forms from the point of view of a manager reviewing the progress of the project team.

SKILLS TO BE ACQUIRED:

An understanding of the techniques of estimating, planning, controlling and reporting for a project.

An understanding of the key project variables which help identify the health of a project.

EXPECTED LEARNING OUTCOMES:

Participants will be able to: -

- return to the team and assess the current state of a project.
- estimate, plan and control a new project with the tools and techniques presented on the course.
- Participants will be able to apply work breakdown structure techniques and will be equipped to define the scope of the project.
- demonstrate understanding of project management software packages such as Gantt and PERT charts.

MODULE 6:

Change Management

DESCRIPTION:

Module 6 examines the impact of change on an organisation and its employees by the implementation of a major project. Misconceptions regarding the introduction of change are considered together with reasons for resisting change.

Strategies for successful implementation of change are addressed. Organisational change comes principally through people by way of change in their behaviour.

Through exercises and discussions the relevance of the principles to Participants' own organisation is highlighted.

SKILL TO BE ACQUIRED:

An understanding of the reasons for resistance to change. An understanding of the role of organisational culture in organisational change. Also Participants will understand issues to be addressed and some useful techniques for managing the organisational change process. Participants will also gain an understanding of the elements of negotiating and how they can be applied in change management.

EXPECTED LEARNING OUTCOMES:

Participants will be able to: -

- return to their teams, assess problem areas relating to change and develop appropriate strategies.
- demonstrate awareness of the most common causes of resistance and respond with appropriate action.
- apply the techniques of a SWOT analysis and a Stakeholders analysis to assist in bringing about change.
- Understand the structure of an Organisational Change Management Plan

MODULE 7:

Risk Management

DESCRIPTION:

This module examines what risk is, the types of risk projects are exposed to and the techniques to reduce the risk.

SKILL TO BE ACQUIRED:

Participants will increase their understanding of risk exposure and the management of that risk.

EXPECTED LEARNING OUTCOMES:

Participants will be able to: -

- identify the types of risk in their projects and prepare strategies to manage the risk.
- formally incorporate risk assessment in the project plan.

MODULE 8:

Team Building and Management

DESCRIPTION:

Module 8 creates an understanding of the difference between '*a team*' and '*a group*' and the building blocks for effective team-work. Techniques for developing each building block are dealt with in detail and a "Building Blocks" questionnaire is completed by each participant. We use the results of the questionnaire to identify the areas of team management behaviour where attention would deliver the most valuable performance enhancements.

Some team building issues considered are team roles, communication, motivation techniques and conflict resolution. The different roles are addressed using Margerison McCann Team Management Index and reference is made to other performance assessment systems.

SKILL TO BE ACQUIRED:

Rather than manage by intuition Participants will acquire a kit of tools to apply where appropriate in building and managing the team.

EXPECTED LEARNING OUTCOMES:

Participants will be able to: -

- return to the team and define the objective to be obtained and the team building strategies needed to achieve it.
- demonstrate understanding of the Building Blocks of a successful team.
- demonstrate understanding of role preferences as presented in the Team Management Index model.
- demonstrate understanding of conflict resolution