



Knowledge Century Learning

Project Management Training Courses 2018



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Our Values

Knowledge Century offers the following values to our course participants:

- A Project Management Institute (PMI®)* Global Registered Education Provider (REP);
- Project Management training courses are registered with PMI® and recognized both for non-PMPs to obtain the necessary credit hours for applying to sit for the PMP® exam, and for PMPs to obtain PDUs;
- Our courses are well received by corporate and public customers alike. We've delivered more than 500 classes since 2003 to more than 12,000 participants.
- Our courses have been customized for business and technology professionals. The courses are based on the theoretical framework of the *PMBOK® Guide* from PMI®, laden with real-life case studies and management group discussion, aiming to provide participants with practical project management skills for their jobs;
- All our trainers are experienced project management professionals with more than 20 years of experience, with vertical industry knowledge in different sectors including IT, telecom, banking and finance, insurance, public administration and logistics;
- We are committed to the continuous improvement of our training programs. We update and incorporate changes to our course materials annually to reflect participant input, instructor comments and changes, current events, technology improvement, and best business practices. We monitor our courses to ensure consistency with the *PMBOK® Guide*, and we incorporate *PMBOK® Guide* changes during our regular material updates.

* PMI, PMP, PMI-RMP, PMI-ACP, PMBOK and the Registered Education Provider logo are registered marks of the Project Management Institute, Inc

Program Structure

Fundamental Project Management for Business Managers

<p style="text-align: center;">Managing Projects: From Planning to Execution (8 hours / 1 day)</p> <p style="text-align: center;">Project Planning and Control (15 hours / 2 day)</p>	<p>For business managers or general staff who do not have previous education or exposure in project management, but need to participant in business projects as project sponsors, team leaders or team members.</p>
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Advanced Project Management Topics

<p style="text-align: center;">Agile in One Day (8 hours / 1-day – 8 PDU)</p> <p style="text-align: center;">Agile and Scrum Project Management (15 hours / 2-day – 15 PDU)</p> <p style="text-align: center;">PMO and Program Management (8 hours / 1 day – 8 PDU)</p>	<p>For business managers and project managers who want to upgrade their skills in various aspects of project management such as leading complex projects or programs and Agile project management. Certified PMPs will obtain PDU credits required to maintain their credential.</p>
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Project Management Competency and Certification

<p style="text-align: center;">FastTrack PMP® (36 hours / 4 days)</p> <p style="text-align: center;">PMI-ACP® Agile Certified Professional (24 hours / 3 days)</p> <p style="text-align: center;">PMI® Risk Management Professional (30 hours / 3 days)</p>	<p>For managers and professionals who want to learn project management concepts and skills based on <i>PMBOK® Guide</i> or Practice Standard for Project Risk Management®. The courses will prepare participants for the PMP®, PMI-RMP®, or PMI-ACP® exam.</p>
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Project Leadership Series	
<p>Project Management in Action (14 hours / 2 days – 14 PDU)</p> <p>Managing without Authority (8 hours / 1 day – 8 PDU)</p> <p>Project Conflict Resolution (8 hours / 1 day – 8 PDU)</p> <p>Systematic Problem Solving and Decision Making (8 hours / 1 day – 8 PDU)</p> <p>Project Risk Management and Problem Solving (8 hours / 1 day – 8 PDU)</p> <p>The Art and Science of Managing Vendors (8 hours / 1 day – 8 PDU)</p> <p>EQ for Project Managers (8 hours / 1 day – 8 PDU)</p> <p>Mastering Project Negotiation (8 hours / 1 day – 8 PDU)</p>	<p>For business managers or project managers who desire to overcome the single most important challenge in every project – the human factor. Management skills for both project team and other stakeholders such as peers, customers and vendors will be addressed by different courses under this program. Certified PMPs will obtain PDU credits required to maintain their credential.</p>

Fundamental Project Management for Business Managers

Managing Projects – From Planning to Execution

This is a one-day intensive workshop providing participants with key project planning, project leadership, and project control concepts. It covers areas such as project life cycle, the role of a project manager/supervisor in various project phases, project planning techniques, and stakeholder management skills. The workshop will adopt a blended approach of practical soft skills backed up by best practices in project management, with a strong emphasis on problem solving in a project environment. Case studies and group discussion will be used to illustrate how these management skills can be applied to real-life project environment.

The workshop will include instructor-led class and group discussion on the client's specific project cases. They are also meant to make the workshop more interactive and relevant to participants, hence bringing forth the highest educational impact.

Optional Service: Each participant is requested to submit an assignment which will be fully reviewed with comments and feedbacks provided by the course instructor.

<i>Target Audience:</i>	Executive Trainees, Junior to Middle Managers who participate in projects
<i>Seminar Duration:</i>	One day (8 hours)
<i>Workshop Format:</i>	Classroom presentation and lecture 60%
	Case study, interactive discussion and role play 40%

Key Topics:

- Project Management Fundamentals (2 hours)
 - Overview of project management concepts and trend
 - Project phases and their characteristics, typical outputs and major activities

- Walk through of a typical project life cycle within the client
- Two case studies: Critical success factors in projects
- Project Management Framework best practices and examples

Key Learning Points:

- The concept of project phases and how they apply to typical projects within the client;
- Life cycle of typical projects, tasks and deliverables;
- Project management framework.
- Critical success factors in projects.

- Project Planning (3 hours)
 - Stakeholder identification
 - Scope planning and WBS
 - Project scheduling

Key Learning Points:

- Project planning document templates such as Project Scope Statement and WBS;
- Identifying stakeholders and their expectation;
- From high level deliverables to work components - the importance of WBS;
- Converting WBS to an operation plan - project schedule and milestone.

- Project Control (2.5 hours)
 - Typical project execution issues:
 - Requirement and scope changes
 - People issues
 - Unexpected problems (risks)
 - Core project control skills
 - Requirement prioritization
 - Soft skills in managing expectation
 - Project leadership

Key Learning Points:

- Explore typical execution issues in a project;

- Introduction to useful soft skills for dealing with people and stakeholder issues;
- Problem solving techniques.

List of Possible Case Studies / Group Discussion / Simulation Exercises

1. Instructor-led group discussion: Common project issues in your organization.
2. Group exercise: Typical life cycle of a client project.
3. Group exercise: Stakeholder, scope and WBS planning for a client project.
4. Group exercise: Typical problems and their resolution during project execution stage.

Optional Service: Post-Workshop Assignment Review and PM Seminar

1. Post-workshop assignment review and feedback:
 - a. Workshop participants in groups of two will each select a client's workplace project.
 - b. They will apply a project planning tool (Hoshin One-Page Project Plan) introduced in the workshop to their respective projects.
 - c. The assignment will be sent to the course instructor for individual comments and feedbacks.
2. Post-workshop PM seminar:
 - a. A post-workshop coaching seminar of two to three hours can be held 6 weeks to 10 weeks after the workshop.
 - b. 3 to 5 selected groups will present their assignments during the session. Through the assignment and presentation the participants have a chance to see how PM tools and techniques are applied to different workplace projects. Instructor will also reinforce important concepts and usages of several project planning & monitoring tools to encourage participants to keep using them in their real-life projects.
 - c. Instructor will also give a PM seminar on selective topics.

Project Planning and Control

This is an intensive two-day workshop focusing on core project management skills and techniques with special focus on project planning and problem solving. The workshop will provide a comprehensive and practical project management framework and processes, selected tools and techniques. More importantly, it is complemented by interactive case studies and lively group discussion to help participants pick up skills and practices that can be applied to in real project situations. Tools and techniques such as Project Scope Statement, WBS, Project Schedule, Stakeholder Planning, and Risk Identification & Analysis will be introduced. Practical skills for resolving execution problems including stakeholder engagement and mitigating risks will also be discussed.

The workshop will include instructor-led class and group discussion on client specific project problems. They are also meant to make the workshop more interactive and relevant to the participants, hence bringing forth the highest educational impact.

<i>Target Audience:</i>	All level of managers or engineers who have responsibilities in leading or participating in projects
<i>Course Duration:</i>	2 days (15 hours)
<i>Language</i>	Cantonese or English as required; Course materials are printed in English
<i>Course Format:</i>	<ul style="list-style-type: none"> • Classroom presentation 60% • Interactive discussion and group exercises 40%

Key Topics:

DAY 1

- Project Life Cycle and Framework (2 hours)
 - Overview of project management concepts and trend
 - Project phases and their characteristics, typical outputs and major activities
 - Walk through of a typical project life cycle
 - Critical success factors in projects

Key Learning Points:

- ⇒ The concept of project phases and how they apply to typical projects within the client;
- ⇒ Life cycle of typical projects, tasks and deliverables;

⇒ Project management framework.

- The Role of a Project Leader (0.5 hour)
 - Key skills required of a successful project leader
 - Ownership and proactive management
 - Important interpersonal skills

Key Learning Points:

⇒ Key skills and calibres required of a successful project leader

- Project Planning - Part 1 (5 hours)
 - Key considerations while initiating projects - Business case, feasibility, and risks
 - Requirement definition and planning
 - Project scope statement: defining scope
 - Stakeholder analysis and planning
 - Typical expectations and issues coming from project stakeholders

Key Learning Points:

⇒ Confirmation of key deliverables through Requirement Document / Project Scope Statement;

⇒ Managing stakeholder expectation.

DAY 2

- Project Planning - Part 2 (2 hours)
 - Project schedule planning
 - WBS
 - Task dependencies, critical path and milestones
 - Why are projects always late? Practical skills in managing on-time delivery of project tasks
 - Resource planning: Roles and responsibilities of team members and stakeholders
 - A discussion on task ownership

Key Learning Points:

⇒ The importance of WBS - from high level deliverables to work components;

⇒ Converting WBS to an operation plan - project schedule and milestone;

⇒ Task ownership and responsibility.

- Project Execution and Control (3.5 hours)
 - Common problems in project execution
 - Managing cross-functional team members without formal authority
 - Handling change requests
 - Managing vendor performance

- Team building skills and basic motivation techniques
- Soft skills in managing changes
- Typical vendor performance issues and resolution

Key Learning Points:

- ⇒ Common project execution problems and resolution approach;
- ⇒ Internal team engagement and motivation skills;
- ⇒ Soft skills in managing vendors.

- Managing Project Risks (2 hours)

- Identifying risks in projects
- Basic risk analysis: probability and Impact
- Building risk awareness among stakeholders

Key Learning Points:

- ⇒ Risk definition: cause-risk-impact;
- ⇒ Prioritization of risks;
- ⇒ Soft skills in managing risks.

List of Key Group Discussion / Case Studies / Group Exercises

1. Group exercise: Understanding project life cycle through a simple project
2. Class discussion: Typical project life cycle framework for projects
3. Case study: Drafting project scope statement for simulated projects
4. Group exercise: Performing stakeholder analysis for simulated projects
5. Group exercise: Developing a WBS and project schedule based on simulated projects
6. Group exercise: Dealing with typical project execution problems - Requirement changes and vendor under-performance for a simulated project.
7. Class discussion: Typical project risks
8. Group exercise: Identifying and analysing risks for a simulated project
9. Class discussion: Selected project issues submitted by class participants

Advanced Project Management Topics

Agile in One Day

Objective:

Agile have been well-established, at the global level, as a matured application development framework and have received growing acceptance in the APAC region. This course uses SCRUM framework to illustrate the AGILE principles since the majority of the AGILE projects has been in the form of SCRUM. The body of knowledge includes both the theories and instructor's working experience in multi-year regional Agile projects.

Who should attend?

The course's target audience is relatively new to AGILE. The audience ranges from experienced developer or novice PM looking for an exposure to the framework, or an experience PM from the traditional waterfall methodology looking for an exposure to the iterative approach in AGILE.

Format:

60% lecture, 40% hands-on exercise

Training Topics:

1. Agile Manifesto and Principles
2. SCRUM : The framework
 - Artifacts: Product Backlog, Sprint backlog, Scrum Board, Burn-down chart
 - Roles: Product Owner, Scrum Master, Development Team
 - Processes: Product refinement, SPRINT planning, Daily stand-up, Sprint review, Retrospective
 - State of Scrum: the industry survey
3. SCRUM skill sets
 - Planning
 - Estimation
 - Requirement specifications
 - Risk Management
 - Project Tracking

- Team exercises
 - User story
 - Estimation scoring
 - Risk assessment

4. Discussion topics:

- Agile Principles and Mindset
- Value-Driven Delivery
- Stakeholder Engagement
- Team Performance
- Adaptive Planning
- Problem Detection and Resolution
- Continuous Improvement
- Tools and techniques
- Knowledge and skills

Agile and Scrum Project Management

AGILE have been well-established, at the global level, as a matured application development framework and have received growing acceptance in the APAC region. PMI® has introduced the PMI-ACP certification to support this movement. This course's objective is to introduce the audience to AGILE with a structure that aligns to the PMI-ACP examination. This course uses SCRUM methodology to illustrate the AGILE framework since the majority of the AGILE projects was implemented using SCRUM.

The body of knowledge will be illustrated by real-life tools and scenarios. The workshop will include instructor-led class and group discussion on the client's specific project cases. They are also meant to make the workshop more interactive and relevant to participants, hence bringing forth the highest educational impact.

Target Audience: IT developers, business analysts, or user groups who is relatively new to AGILE and SCRUM is interested learn and apply AGILE to their projects.

Seminar Duration: Two days (15 hours)

<i>Workshop Format:</i>	Classroom presentation and lecture	60%
	Hands-on exercises	40%

Key Topics:

Agile Project Management (0.5 day):

- What is Agile? Choosing the right approach
- Agile PM - the basics
- Roles and Responsibilities
- Preparing for Agile Project Management
- Agile Project Management
- Agile PM Process and Products
- Communication
- Prioritization and Timeboxing
- Agile Control
- Requirements and Estimating
- Agile Planning

Scrum Section (1.25 day):

- Scrum Basics
- Scrum Theory
- Scrum Framework and Meetings
- Scrum and Change
- Scrum and Total Cost of Ownership
- Scrum Teams
- Scrum Planning
- Predictability, Risk Management, and Reporting
- Scaling Scrum.

PMI-ACP Section (0.25 day):

Domain I: Value-Driven Delivery

Domain II: Stakeholder Engagement

Domain III: Boosting Team Performance Practices

Domain IV: Adaptive Planning

Domain V: Problem Detection and Resolution

Domain VI: Continuous Improvement (Product, Process, People)

Detailed Course Contents

1. Foundation concept
 - AGILE: The framework
 - The history that shapes the framework
 - AGILE Manifesto and Principles
 - SCRUM: The methodology
 - Artifacts: Product Backlog, Sprint backlog, Scrum Board, Burn-down chart
 - Roles: Product Owner, Scrum Master, Development Team
 - Processes: Product refinement, SPRINT planning, Daily stand-up, Sprint review, Retrospective
2. Skills: Requirement specifications
 - User story
 - Specifications by example
 - Definition of Done
 - Product backlog
3. Skills: Planning
 - Estimations
 - Iterative planning
 - Team-task assignments
 - Dependencies: identification and tracking
 - Product roadmap
 - Exercises

4. Skills: Tracking and measurement
 - Product refinement
 - SPRINT Demonstration
 - Burn-down chart
 - Velocity

5. Skills: Risk Management
 - Daily stand-up
 - Product refinement
 - SPRINT demonstration

6. Skills: Improvements
 - Self-Organizing teams and empowerment
 - Regular retrospective
 - QA approach: Test Driven Development

7. Challenges
 - Knowledge management and sharing
 - Cross-location team management
 - Integration with Waterfall approach and PMO

PMO and Program Management

A strategic project management office can help an organization focus on portfolio management and achieve the following:

- Maximize value of investments while minimizing risk
- Achieve the company’s business strategic objectives through projects
- Improve communication and alignment between project teams and business leaders
- Encourage business leaders to think about the entire company, not their own business units, and to take responsibility for projects
- Allow planners to schedule and control resources more efficiently
- Reduce the number of redundant projects

This workshop will discuss proven best practices employed by global companies for setting up PMO and managing project portfolio. Case studies and group discussion will help illustrate how to apply these best practices to IT organizations to achieve shorter delivery time, better ROI and more efficient resource utilization for their projects.

Target Audience: Project managers, program managers or PMO staff

Seminar Duration: One days (8 hours)

<i>Workshop Format:</i>	Classroom presentation and lecture	60%
	Case study and group discussion	40%

Key Topics:

- What are programs and project portfolios?
- Why portfolio management is important and how it ties to business performance?
- What is PMO and what it does? The PMO model: Operational, Tactical and Strategic
- PMO operational functions
 - Knowledge source
 - PM methodology and best practices design and implementation

- PM tools, online tools and templates
- Project Management Training
- Project Archives
- PMO Tactical functions
 - Mentoring, coaching and consulting services to PMs and various levels of the workforce
 - Program risk management
 - Resource management
 - Integrated executive-level reporting
- PMO Strategic functions
 - Project portfolio selection
 - Project/Portfolio resource and cost accounting
 - EPM Tools
 - Knowledge Management
- Useful templates

Project Management Competency & Certification

FastTrack PMP®

This is a four-day intensive course that aims to achieve two objectives:

- To equip participants with skills and techniques for managing real-life projects;
- To provide participants a good understanding of the project management framework as described in the *PMBOK® Guide*, and to prepare qualified participants for taking the PMP® examination.

Our differentiators from other PMP® prep courses offered in Hong Kong include:

- One of the first and most successful PMP® preparation courses offered in Hong Kong; Since its first class in 2003, hundreds of participants have taken this course and many eventually been certified;
- A Global Registered Education Provider of PMI® since 2005;
- More than 10 case studies for group discussion illustrating how PM theories work in real life projects;
- Experienced instructor with more than 20 years of large-scale project management and PMO experience;
- More than 300 proprietary simulated PMP® exam questions available for course participants.

Target Audience: Those interested to acquire full understanding of the project management framework as described in the *PMBOK® Guide*, or those intending to take the PMP® exam

Duration: 4 days (36 hours)

Format:

Classroom presentation and lecture	65%
Interactive discussion and group exercises	35%

Key topics:

- Basic concepts including project life cycle models, project stakeholders, interaction among process groups and various knowledge areas
- Project initiation activities such as developing project charter, performing feasibility study and aligning with an organization's strategic objectives
- Project scope management techniques including requirement collection, scope definition, WBS development, and scope control
- Time planning and control skills - project scheduling, network diagrams, resource levelling, critical chain and schedule control
- Project costing, sizing, budgeting, cost/benefits analysis & EV Analysis
- Concept of quality management, quality standards, cost of quality, tools of quality assurance and control
- Tools & techniques in risk planning, identification, analysis, risk response and control
- Team organization planning, staff acquisition, & team development
- Leadership skills important to project success including conflict resolution, negotiation and influencing
- Stakeholder planning and engagement
- Concepts, tools & techniques in project communication planning, reporting, and stakeholder management
- Organizing and planning for procurement, procurement contract types, procurement administration and closing
- Core management skills of a project manager
- PM professional responsibilities

AGILE Project Management for (PMI-ACP)[®] Certification

Objective:

AGILE have been well-established, at the global level, as a matured application development framework and have received growing acceptance in the APAC region. PMI® has introduced the PMI-ACP certification to support this movement. This course's objective is to introduce the audience to AGILE with a structure that aligns to the PMI-ACP examination, and provide the 21 training hours required for the PMI-ACP registration. This course uses SCRUM methodology to illustrate the AGILE framework since the majority of the AGILE projects was implemented using SCRUM.

The key differentiator of this training from courses offered by other providers is that the body of knowledge will be illustrated by real-life tools and scenarios based on instructor's working experience in multi-year regional projects. There will be group discussions and exercises throughout the workshop for participants to apply skills and techniques to simulated project environment. As a result, the audience will gain a more solid understanding of the AGILE approach.

Who Should Attend:

The course's target audience is relatively new to AGILE and is interested to learn and apply AGILE to their projects. In addition, the audience will be prepared to gain PMI-ACP certification. The audience ranges from experienced IT developer or junior PM looking for an exposure to the methodology, or an experienced PM from the traditional waterfall methodology looking for an exposure to the iterative approach in AGILE.

Format: 60% lecture, 40% hands-on exercise

Contact Hours: 24 hours (24 PDUs for certified PMP)

Comments from Participants:

Overall rating is 4.5 out of 5.

"Exercises are good for understanding the Agile concept."

"The materials are sufficient. The exercises helped us experience the practical aspects of the topic. The speaker encouraged discussion to study the topic in depth."

"Practices are very good tools to illustrate the key theme."

Key Topics:

Day 1

1. Foundation concept
 - AGILE: The framework
 - The history that shapes the framework
 - AGILE Manifesto and Principles
 - SCRUM: The methodology
 - Artifacts: Product Backlog, Sprint backlog, Scrum Board, Burn-down chart
 - Roles: Product Owner, Scrum Master, Development Team
 - Processes: Product refinement, SPRINT planning, Daily stand-up, Sprint review, Retrospective
2. Skills: Requirement specifications
 - User story
 - Specifications by example
 - Definition of Done
 - Product backlog
 - Exercises
3. Skills: Planning
 - Estimations
 - Iterative planning
 - Team-task assignments
 - Dependencies: identification and tracking
 - Product roadmap
 - Exercises

Day 2

4. Skills: Tracking and measurement
 - Product refinement
 - SPRINT Demonstration
 - Burn-down chart
 - Velocity
 - Team exercise
5. Skills: Risk Management
 - Daily stand-up
 - Product refinement
 - SPRINT demonstration

- Team exercise
- 6. Skills: Improvements
 - Self-Organizing teams and empowerment
 - Regular retrospective
 - QA approach: Test Driven Development
 - Team exercise
- 7. Challenges
 - Knowledge management and sharing
 - Cross-location team management
 - Integration with Waterfall approach and PMO

Day 3

- 8. PMI-ACP certification
 - Certification process
 - AGILE-based methodologies
 - Kanban development
 - Feature driven development
 - Lean development
 - Crystal
 - Dynamic Systems Development Method
 - Scrum
 - Extreme programming
 - Preparation: Key resources on books and on-line references
 - Preparation: Self-study guide
 - Mock exam practices

PMI[®] Risk Management Professional (PMI-RMP)[®]

The PMI Risk Management Professional (PMI-RMP)[®] credential is created in 2008 to recognize demonstrated knowledge and expertise in the specialized area of project risk management. Given the increasingly important role of risk control when delivering projects, it is no surprise that PMI-RMP[®] has quickly become a sought-after qualification that is pursued by professionals eager to advance their career.

This four-day (30 contact hours) instructor-led course provides a combination of lecture learning and hands-on experience to you. It aims at preparing you for the PMI-RMP[®] certification examination as well as providing you the opportunity to get real-world risk management experience through a series of hands-on exercises.

<i>Target Audience:</i>	Those interested to acquire full understanding of performing risk management for projects, or those intending to take the (PMI-RMP) [®] exam
<i>Duration:</i>	4 days (30 hours)
<i>Format:</i>	Classroom presentation and lecture 65%
	Interactive discussion and group exercises 35%

Key Topics

This course is structured based on the four project risk management domains of the PMI-RMP[®] certification examination: 1) Risk Communication; 2) Risk Analysis; 3) Risk Response Planning; 4) Risk Governance. It will cover the following areas:

- Domain I: Risk Communication
 - Building a communication foundation
 - Gathering and documenting risk relevant information through effective communication
 - Communicating risk information
 - Stakeholder management

- Domain II: Risk Analysis
 - Critical success factors for risk analysis
 - Tools and techniques for gathering and identifying risks
 - Tools and techniques for prioritizing risks

- Quantitative methods appropriate to analyzing uncertainties
- Establishing appropriate control limits

- Domain III: Risk Response Planning
 - Developing risk response strategy
 - Managing uncertainties
 - Tools and techniques for risk response planning
 - Developing contingency strategy
 - Presenting recommendations

- Domain IV: Risk Governance
 - Establishing metrics for risk management.
 - Creating risk management plan
 - Monitoring enterprise environmental factors
 - Refining risk policies and practices
 - Tools and techniques for monitoring risk performance

Project Leadership Skills

Project Management in Action

This is an intermediate level two-day workshop focusing on leadership skills and project/program management best practices for successful project delivery. The key theme of the workshop is the roles and competencies of a successful project manager. The workshop will focus on soft skills required for project managers such as communication, stakeholder management, team leadership, conflict management, negotiation and influencing.

This first part of the workshop will focus on proven best practices employed by global companies for managing projects and programs, including discussion on modern project management concepts such as Agile and Iterative Waterfall models. A practical Risk Management model for large scale projects will be introduced. Participants will gain insights and practical skills in how to keep risks under control, and explore problem solving techniques should some of these project risks turn into problems. Case studies and group discussion will help illustrate how to apply these best practices to achieve shorter delivery time and more efficient resource utilization for their projects.

The second part of the workshop will focus on key leadership attributes and skills required of project managers for complex projects. Several project case studies will be used to illustrate leadership qualities required. Communication, conflict management and negotiation competence are the key topics. In-depth influencing and negotiation skills to be deployed in projects will be introduced with examples and simulation exercises. A key theme is to achieve some extent of win-win under either collaborative situation such as in-house project team environment, or competitive situation such as two companies engaging in a business negotiation.

An optional self-assessment can be performed for workshop participants and the results of individual competency collected will be used as yardstick and compass for workshop participants to clearly understand their improvement needs.

The workshop is designed around relevant or customized project cases, with numerous class discussion sessions to achieve maximum learning impacts.

<i>Course Duration:</i>	2 days (14 hours)
<i>Target Participants:</i>	Project Directors, Program Managers, Project Managers, Line Managers, Project Team Leaders
<i>Format:</i>	Lectures (50%) Case study, role play and group discussion (50%)

Key topics:

DAY 1: Best Practices for Delivering Projects

- Attributes of A Successful Project Manager (1.5 hours)
 - Ice-breaking and self introduction
 - Roles and responsibilities of a project manager
 - Ownership attitude and winning mindset vs. blame-avoidance mentality
 - Key personal PM competency: Communication, problem solving, conflict resolution, risk management and forward looking ability
 - Presentation of PM competency self-assessment results
- Stakeholder and Requirement Management (2.5 hours)
 - Discussion of typical challenges for projects
 - Critical success factors in projects and programs
 - Understanding of user requirements
 - Application of modern PM methodology - Agile and Iterative Waterfall
 - Risk planning and proactive risk management
 - Stakeholder identification and analysis: power-interest grid
 - Requirement elicitation techniques
 - Requirement analysis and prioritization
 - Requirement documentation
- Risk Planning and Problem Solving (3 hours)
 - Project/Program risk maturity model
 - Risk documentation, reporting, and communication
 - Performing risk planning & analysis for a simulated project
 - Risk breakdown structure: risk categories & sources
 - Document and WBS review
 - Developing a risk checklist for projects
 - Developing response options for a simulated project

- Response options: Avoid, Mitigation and Transfer
- Estimating contingency reserve
- Problem solving skills
 - Understanding root causes
 - Identifying alternatives
 - Executing and implementation
- Managing and controlling project changes

Key Learning Objectives:

- Recognize the key successful attributes of a successful project leader;
- Discuss personal PM competencies based on self-assessment results;
- Introduce critical success factors of project and program management, as well as best-practices such as Agile and Iterative Waterfall methodology;
- Discuss skills and techniques in stakeholder identification and analysis;
- Through a simulated project, help participants identify risks and plan risk treatments using best practices in project and program risk management.

DAY 2: Project Leadership Skills

- Effective Communication Skills (2 hours)
 - Project reporting for large projects - Communication planning and performance reporting at all governance levels
 - Preparing meeting minutes, documentations & sign-offs
 - Pros and cons of various communication tools
 - Project communication skills: Meeting facilitation, electronic media, and presentation
 - How to report bad news? - Communication and escalation to senior management
- Stakeholder Conflict Resolution (3 hours)
 - A conflict resolution model

- Building trust and relationship
- Understanding motivation of parties in conflict
- Skills in handling objections
- Negotiation Skills (1.5 hours)
 - Win-win vs. win-lose
 - Identifying interests and options
 - Planning concessions and bundles
 - A few negotiation tactics: never accept first offer, assume everything is possible, limited authority, the time constraint.
- Final Conclusion (0.5 hour)
 - Key leadership attributes revisited
 - Critical success factors and key skills required for delivering complex projects successfully
 - Reflection: Review on own PM competency Radar Chart for self-improvement action plan

Key Learning Objectives:

- Understand key leadership skills required for complex projects;
- Learn effective communication skills;
- Acquire conflict resolution, negotiation and influencing skills for effective stakeholder management and conflict resolution.

Project Leadership – Managing without Authority

This is a one-day intensive workshop providing participants with the key leadership and people management skills for successful project delivery. It covers areas such as leadership styles, team building, motivation techniques, influencing and coaching skills. Proven human resources management and relationship management models will be discussed and more importantly, case studies and group exercises will help illustrate how they work in real life. Coaching and influencing skills for managing team staff will be addressed in the workshop.

Participants will be asked to complete a pre-course MBTI assessment to understand their own personality trait. The MBTI model will be discussed in the workshop to illustrate how it can help facilitate team management and communication.

The training workshop will be delivered using a facilitated experiential format including discussions, paired-up roles plays, demonstration, and debriefing based on client specific management cases gathered during pre-course interviews. They are meant to make the workshop more interactive and relevant to participants, hence bringing forth the highest educational impact.

Target Audience: Junior to senior level managers who has responsibility in managing people.

Seminar Duration: One day (8 hours)

Workshop Format:

Classroom presentation and lecture	50%
Case study, interactive discussion and role play	50%

Key Topics:

- Team Formation (2 hours)
 - Introduction to strategic leadership
 - What is leadership?
 - Why leadership is important?
 - Typical team management issue within the client environment
 - Leadership and personality traits
 - Myers-Briggs Type Indicator (MBTI)
 - Different leadership style coming from different combinations of MBTI types
 - Team composition

Key Learning Points:

- Discussion of typical people management issues in their teams;
- Improved self-awareness and own leadership style through MBTI;
- Team composition based on different personality styles.

- Team Building and Motivation Techniques (2.5 hours)
 - Team building, team structure, and group dynamics
 - Four stages of group dynamics
 - Harmonized and disjointed team
 - Team building techniques
 - Motivation theory in action:
 - Why people do not perform?
 - Applying Maslow's hierarchy of needs to team management
 - Understanding and solving team members' performance issues

Key Learning Points:

- Techniques in developing and building a team;
- Common motivation factors;
- Leveraging motivation skills to improve staff performance.

- Coaching and Influencing Skills for Better Team Performance (3 hours)
 - Managing without authority
 - What is authority?
 - Where does power come from?
 - Managing without authority through leadership
 - Coaching and influencing skills
 - What is coaching? Why it is important to today's leaders?
 - Difference between coaching and influencing
 - Questioning skills - Open-ended, paraphrasing, miracle questioning, scaling, exception
 - Effective ways in challenging team member's limiting beliefs and excuses
 - Giving and receiving feedbacks with empathy
 - Using GROW (Goal, Reality, Options/Obstacles, Way ahead) model as a coaching tool
 - Assigning tasks and ensuring their completion

Key Learning Points:

- Better understanding of what coaching is and the benefit to be gained from a performance perspective;
- A greater awareness of own emotional intelligence and the implications when coaching for rapport building and performance improvement.

List of Key Case Studies / Role Play / Simulation Exercises

1. Group discussion: Typical people issues with their team.
2. Discussion of pre-course assessment: MBTI assessment and its implication of leadership style and team composition
3. Case exercise: A simulated case discussion illustrating three typical team performance issues and their resolution.
4. Coaching simulation: Applying motivation techniques to a problem team member
5. Group discussion: Leading with 'no' power
6. Paired-up role play and demonstration: Coaching a subordinate to solve a management problem.

Project Conflict Resolution

Objective:

This is a one-day intensive workshop providing participants with the key communications skills for successful project delivery. It covers several major areas of project competencies: Stakeholder Analysis & Communications Planning, Influencing Skills for Conflict Resolution, Personality Traits & Management Styles, and Expectation Management. The workshop will adopt a blended approach of management theories and practical soft skills, with a strong emphasis on problem solving techniques in a project environment. Case studies, group discussion, and role playing will be used to illustrate how influencing and negotiation skills can be applied to real-life project environment.

Target Audience: Junior to senior level managers who has responsibility in managing people.

Seminar Duration: One day (8 hours)

Workshop Format:

Classroom presentation and lecture	50%
Case study, interactive discussion and role play	50%

Key Topics

1. Understanding Project Stakeholders
 - The use of power-interest grid
 - Understanding different needs of stakeholders
 - Communication planning based on stakeholder analysis

2. Managing Expectation
 - The concept of progressive elaboration
 - Effective communication for managing expectation
 - The importance of prioritization and tradeoffs

3. Influencing Skills for Conflict Resolution
 - Sources of conflict

- Negotiation styles: Win-win approach to negotiation vs. traditional win-lose approach
 - Influencing framework and process
 - Influencing skills
4. Better Communication by Understanding People' Personality
- The Four-style model
 - Internal needs of each social style
 - Best persuasion strategies through addressing opponent's social style
5. Conflict Resolution Simulation
- Negotiation with a colleague to resolve resource conflicts
 - Negotiation with a client on expectation

Systematic Problem Solving and Decision Making

This is an intermediate level one-day workshop focusing on project leadership skills in problem solving and decision making. The workshop will focus on three key topics: (i) A systematic approach to solve problems; (ii) Skills required and factors to be considered in problem escalation; and (iii) Leadership mindset and techniques in effective decision making.

Problem solving and decision making are at the heart of project success. A systematic method starting with root cause analysis and followed up by alternative generation and evaluation can ensure the best solution is selected for implementation. It also facilitates communication with various stakeholders to get their agreement.

The endorsement of solution by a senior manager is a necessary step in all problem scenarios. However, it is essential for the senior manager involved to have a clear view of the problem, its causes, various available alternatives and their comparison, as well as recommended solution when a problem is escalated. We do not want a subordinate to bring a problem to a senior without doing his 'homework'. It is also important for a project leader to develop an ownership mindset and understand when and how to escalate a problem. This workshop will reinforcing participants' skills in problem escalation, as well as discuss a few factors that may affect its effectiveness through group discussion.

An analysis of decision making process along with common pitfalls will be presented in this workshop. The challenges and constraints in making sound, timely decisions, as well as ways to overcome them will also be discussed. Excellent leaders understand how human factors influence the decision making process. With this knowledge, they collaborate with the team and stakeholders, draw on their strengths and gain commitment in shared decision.

The workshop is designed around relevant or customized project cases, with numerous class discussion sessions to achieve maximum learning impacts.

<i>Course Duration:</i>	1 day (8 hours)
<i>Target Participants:</i>	Junior to senior level managers who has responsibility in managing people
<i>Course Format:</i>	Lectures (50%) Case study, role play and group discussion (50%)

Key Topics:

1. Introduction and Concepts

- Ice breaking and self introduction
- Roles and responsibilities of project manager
- Ownership attitude, winning mindset vs. blame-avoidance mentality
- Key personal project leader competency: Problem solving, decision making, communication and conflict resolution
- Discussion of common project problems

2. Analysing the Problem Solving Process

- Defining the problem and success criteria
- Identification and analysis of root causes
- Generating options systematically
- Selecting the best possible options using success criteria
- Risk assessment and response planning
- Solution implementation planning
- Communication with key stakeholders including contractors and supervisor

3. The Art and Science of Problem Escalation

- Common pitfalls in problem escalation
 - Don't just bring a problem to your boss without your homework!
 - Where is the trust?
 - Keep the problem under the carpet for too long
- Discussion of when and how to escalate a problem

4. Effective Decision Making

- Common mistakes in decision making
- Understanding the decision making process
- Challenges and constraints in making the right decision
- Attaining consensus on decision through communication and influencing
- Are people rational? - Human factors in decision making

Risk Management and Problem Solving

This is an intermediate level one-day workshop focusing on project leadership skills in risk management and problem solving. The workshop will focus on four key topics: (i) A systematic approach to project risk planning and monitoring; (ii) A systematic method as well as some critical thinking techniques to solve problems; (iii) Skills required and factors to be considered in problem escalation; and (iv) Leadership mindset and techniques in effective control of risk and resolution of problems.

Risk management and problem solving are at the heart of project success. From project start to finish, attention has to be paid to potential risks, with proper review, monitoring and response during the entire project life cycle. A systematic method of problem solving, starting with root cause analysis and followed up by alternative generation and evaluation can ensure the best solution is selected for implementation. It also facilitates communication with various stakeholders to get their agreement.

The endorsement of solution by a senior manager is a necessary step in all risk or problem scenarios. However, it is essential for the senior manager involved to have a clear view of the risk or problem, its causes, various available alternatives and their comparison, as well as recommended solution when a problem is escalated. We do not want a subordinate to bring a problem to a senior without doing his 'homework'. It is also important for a project leader to develop an ownership mindset and understand when and how to escalate a problem. This workshop will reinforcing participants' skills in problem escalation, as well as discuss a few factors that may affect its effectiveness through group discussion.

The workshop is designed around relevant or customized project cases, with numerous class discussion sessions to achieve maximum learning impacts. The idea is to use a real project case to illustrate how various risk and problem solving techniques can be applied.

<i>Course Duration:</i>	1 day (8 hours)
<i>Target Participants:</i>	Junior to senior level managers who has responsibility in managing people
<i>Course Format:</i>	Lectures (50%) Case study, role play and group discussion (50%)

Key Topics:

1. Introduction and Concepts
 - Ice breaking and self introduction
 - Roles and responsibilities of project manager
 - Ownership attitude, winning mindset vs. blame-avoidance mentality
 - Key personal project leader competency: Risk planning, problem solving, communication and conflict resolution
 - Discussion of common project problems within the client organization
2. Risk Management Concepts
 - Risk and company culture
 - Roles and responsibilities of team members
 - Risk categories & source of risks
3. Risk Planning and Analysis
 - Risk Identification Techniques
 - Document review & WBS
 - Information gathering techniques: Brainstorming and expert interviews
 - Risk checklists
 - Risk Analysis
 - Probability-impact matrix
 - Risk score and risk level
 - Estimating contingency reserve
4. Project Risk Monitoring and Control
 - Risk documentation procedures & reporting formats
 - The use of Risk Register
5. Problem Solving Process
 - Defining the problem and success criteria
 - Identification and analysis of root causes
 - Generating options systematically
 - Selecting the best possible options using success criteria
 - Solution implementation planning
 - Communication with key stakeholders including vendors and supervisor
6. The Art and Science of Problem Escalation
 - Common pitfalls in problem escalation
 - Don't just bring a problem to your boss without your homework!
 - Where is the trust?
 - Keep the problem under the carpet for too long
 - Discussion of when and how to escalate a problem

The Art and Science of Managing Vendors

This is a one-day intensive workshop providing participants with key skills for successful vendor management. The ability to manage vendors and third-party suppliers is essential for every manager nowadays. Projects inevitably involve equipment vendors, subcontractors or both, whereas more and more operation is outsourced to third-party service providers. It is important to excel in every aspect of a vendor management cycle starting from contract negotiation to managing the performance of vendors over the life of a contract. This course covers different skills required during the various phases of a contract cycle. Participants learn from lectures, case studies, exercises and role-playing to master the knowledge and skills in working effectively with vendors, purchasing professionals and subcontractors with the view to accomplish key business objectives.

The course is designed with the specific needs of IT and telecom sector in mind. Participants will gain insights and practical skills in managing different types of IT/telecom vendors such as equipment suppliers, software vendors, system integrators, managed service and outsourcing service providers.

<i>Course Duration:</i>	1 day (8 hours)
<i>Target Participants:</i>	Junior to senior level managers who has responsibility in managing people
<i>Course Format:</i>	Lecture (60%) Case study & group discussion (20%) Simulation exercise (20%)

Key Topics:

1. Understanding the life cycle of procurement
 - Strategy
 - Selection
 - Development / Transition
 - Support & Enhancement / Governance

- Termination
- 2. Common Risks and Issues of Using Vendors
 - Risks of outsourcing
 - Sources of risks and issues
 - Risk control
 - Specific risk responses and countermeasures
- 3. Relationship management
 - Vendor relationship: Partnership or arm's length?
 - Hard and soft strategies of vendor management
 - Building relationship
- 4. Managing Vendor Performance
 - Communicating to get the expected results
 - Managing vendor meetings
 - Handling misunderstanding, different views, and conflicts

An Introduction to EQ for Project Managers

Corporate leaders and outstanding entrepreneurs are not defined by their IQ's or even their job skills, but by their "Emotional Intelligence": a set of competencies that distinguishes how people manage feelings, interact and communicate with other people. Unlike IQ, Emotional Intelligence (EQ) continues to develop with life experience.

The study of Emotion Intelligence was published in the 90s by Dr. Daniel Goleman and quickly accepted and adopted globally. This intensive one-day workshop is riding on Dr. Goleman's core works and their application to team leadership. Workshop participants, through group discussions, role plays and other in-class exercises, will acquire skills in crucial competence of emotional intelligence such as adaptability, positive outlook, emotional balance, achievement orientation, empathy and organizational awareness. They will also benefit from interactions with and feedbacks from other workshop participants.

Case studies and role playing will be used to illustrate how to apply emotional intelligence to real-life working environment. Special attention will also be paid to EQ attributes that are crucial to leading work force in a complex business or project environment.

Upon completion of this course, participants will be able to:

- Identify individual EQ strengths and development areas through an EQ Competence Assessment;
- Gain understanding on how emotions impact people in the workplace ;
- Acquire skills in managing team emotions for improving their work performances;
- Develop proficiency in those emotional competencies important to business and project success;
- Understand and apply the "EQ framework for Managers"[†] in the workplace and how it applies to the business environment.

Target Audience: Junior to senior level managers who has responsibility in managing people

Duration: One day (8 hours)

Workshop Format: Individual EQ assessment
50% Lectures, 50% Role-play, video sharing, case studies

[†] The framework will be based on the book "*Emotional Intelligence for Project Managers: The People Skills You Need to Achieve Outstanding Results*" by Anthony Mersino, Aug 2007.

Key Topics:

1. Introduction to Emotion Intelligence (EQ)
 - Functions of emotions for individual and team management
 - Latest researches of EQ in improving management efficiency
 - Assessment of EQ competences: Spotting the missing link to rebuild a balanced EQ blueprint
2. Crucial EQ Competencies
 - Self-Awareness
 - Self-Management
 - Social-Awareness
 - Relationship Management
3. Effective Team Leadership by Applying an EQ Framework
4. Skills and Tools in Managing Personal and Team Emotions for Workplace Conflicts
 - Knowing the yearnings of self and team by a simplified iceberg metaphor
 - Aligning team goals with individual goals by leveraging individual and team yearnings
 - Identifying team emotions and personalities in conflict management
 - Creating a positive work environment with EQ competences

Mastering Project Negotiation

This is a one-day intensive workshop introducing in-depth skills required for successful project negotiations. A key theme of this course is to achieve a certain extent of win-win under typical competitive situations, e.g., procurement, scope change, or resource conflict. Concession planning and various negotiation tactics will be discussed. Participants will be prepared for negotiations with both internal and external parties through understanding the key dynamics of project negotiations as well as the required soft skills. Participants are required to assimilate what they have acquired and apply such knowledge in practical exercises which will be mostly created from real-world project scenario.

Target Audience: Junior to senior level managers who has responsibility in managing people

Duration: One day (8 hours)

Workshop Format: Lectures 50%
 Role-play, simulation and group discussion 50%

Key Topics:

1. Framework for Negotiation
 - The four stages of negotiation: Preparing, Opening, Bargaining and Closing
 - The importance of preparation
 - Know your objectives: tangibles and intangibles
 - Identifying strengths and weaknesses at each stage of the process
 - Setting settlement range: target range, opening position, and walkaway

2. Negotiation Techniques during Various Stages
 - Is it possible to achieve win-win in a competitive situation?
 - Identifying interests and options
 - Planning the negotiation
 - Opening positions
 - Exchanging information
 - Planning concessions
 - The art and science of making concessions

3. Negotiation Tactics and Soft Skills

- Listening skills and assertive demeanour
- A few tactics
 - Never accept first offer
 - Assume everything is possible
 - Nibble to get more
 - The power of silence
 - Limited authority
 - The missing person
 - The time constraint
 - Good cop bad cop
- Other gambits and traps