

Advanced Project Management

Develop an understanding of approaches and techniques necessary to successfully finance construction projects in the 21st century

Grand Hyatt
Mumbai, India

23rd & 24th February 2007

"All project managers face problems on Monday mornings - good project managers are working on next Monday's problems."

Build on the traditional measures of time, cost and quality, to manage stakeholder expectations, balance risks and opportunities and create value to deliver satisfaction to the project's stakeholders

 **marcusevans**

Your course trainer

Patrick Weaver PMP, HND(Bldg), FAICD, FCIQB Managing Director
Mosaic Project Services

Learning objectives

Delegates will benefit from this interactive 2-day event through developing the skills and 'knowhow' to oversight and assess the work involved in major infrastructure projects with a focus on:

- Understanding the definition of project success in the 21st Century
- New ways to identify a project's key stakeholders and their real needs and requirements
- The 'craft' and 'art' of Project Governance
- Financial metrics for equity investors
- The correlation between an organisation's risk tolerance and project success. Establishing appropriate contingencies
- Establish a culture of successful project management supported by a strategic PMO to construction and operation stage of the project from lenders/investors perspective
- Discover how project documentation such as Project Charter, GANTT charts, Earned Value graphs, Risk Management Plans, Quality plans and Communication Plans should be used to achieve project success
- The value of benchmarking and Organisational Project Management Maturity

Testimonials from past clients:

Advanced Project Management Training

"Patrick Weaver managed the delivery of an advanced Project Management course for Simplot earlier this year; including conducting several of the sessions himself. We found the course to be effective and the training enjoyable and informative."

Sue Chan Strategy & Programme Delivery Manager
Simplot Australia

Train the Trainer Course - Scheduling

"Fallon Project Management specialises in the development of systems for the management of the repair and airworthiness verification of aircraft. We have commissioned Patrick Weaver to develop and deliver scheduling and - 'train-the-trainer' courses for our clients. The first such course was successfully delivered early this year with positive evaluations from the trainees."

Dr T.A. Falloin PSM Managing Director
Fallon Project Management

Friday 23rd February 2007

Session One Introduction

This session explores high-profile projects in the context of success and/or failure to identify factors that can enhance chances of success or reduce chances of failure.

Objectives of this session: Through analysis of factors of success or failure in projects, delegates will develop an understanding of approaches and techniques necessary to successfully manage infrastructure projects.

- Project Success/Failure: Key Definitions
- Workshop:
 - Classic Case Studies – Failure? Or Success?
- Project Success becomes as balance of:
 - Value Delivery
 - Relationship Management
 - Risk Management

Session Two Delivering Value

Delivering value to an organisation covers strategic issues and realisation of business benefits, which the Project Manager must be aware of, as well as the tactical project management issues of developing, controlling and reporting on schedule and budget.

Objectives of sessions 2, 3 and 4: Through developing an understanding of the project's alignment with organisational strategy and the means by which the project can balance competing needs within the organisation and between stakeholders, delegates will be able to better manage the expectations of stakeholders and provide recommendations about impact of the project and modifications to the project's schedule, budget, and scope. Value is also delivered to the stakeholders when the project's progress is reported in an accurate, timely, and appropriate way. The delegate will also understand the importance of realistic schedules and methods to achieve and control them.

Session Three Project Governance (the right projects)

- Key principles in effective governance
- The connection between Projects, Programs and Portfolios
- Strategic Alignment: Choosing the 'right' projects
 - Balancing conflicting needs
 - Best use of scarce resources (people, material, funds)
- Business Cases and key financial ratios
- Benefits Realisation: Assuring value from projects
- KPMG survey 2005
 - The importance of Benefits Realisation
 - The importance of the PMO
- Organizational maturity
 - Organizational Project Management Maturity
 - OPM3

Session Four Doing Projects Right

- The 'craft' and 'art' of Project Management
- Time, Cost and Quality Management
 - Earned Value
 - Earned schedule
- Scope Management
 - managing contracts
 - variations, cost and time claims
 - managing disputes
- Conclusion

Why you cannot miss this event

In these times of globalisation, organizational success is tied to 'doing the right projects' and 'doing projects right, time after time'. When projects fail, the organization is affected because some aspect of its strategic objectives will not be delivered as planned, scarce resources will be wasted and individuals and groups (stakeholders) who had expected some benefit from the outcome of the project will be negatively impacted.

Project success depends on more than delivering to schedule and budget: and does not only depend on the efforts of the Project Manager. The KPMG 2005 survey found that successful companies had a much higher focus on strategic alignment of projects and the realisation of the business benefits defined in a project's business case; and development and maintenance of PMOs. Traditional views of project management does not fully acknowledge the importance of the performing organisation in the creation of projects, and the organisation's importance in contributing to the success of the project. These internal capabilities are closely aligned with the organisations ability to relate to and cooperate with key external stakeholders including the project's client and the project financiers.

Through analysis of factors of success or failure in projects, delegates will develop an understanding of approaches and techniques necessary to successfully manage major infrastructure projects in the 21st century.

Programme Schedule

0830	Registration and Coffee
0900	Session Starts
1030	Refreshments & Networking Break
1050	Session Resumes
1245	Luncheon
1345	Session Starts
1500	Refreshments & Networking Break
1520	Session Resumes
1730	End of Training

Session Five Managing Relationships

Research conducted over the last five years has shown that poorly managed project relationships are the major causes of project failure, or the perception of failure.

- Culture
 - Organisational Culture and Project culture
 - Managing project success within the organisation's culture 'Politics' and how to use it for project success
- Stakeholder Management
- Workshop
 - What is a stakeholder? Why are they important?
 - Identifying and Prioritising project stakeholders
 - Understanding and managing stakeholder expectations
- Engagement and Communication
 - 'Mutuality' – what do stakeholders expect from the project
 - Developing appropriate engagement strategies
 - Targeted on the needs of the project
 - And expectations of the stakeholder

Session Six Communication

- The 'Art of Communication'
- Workshop
 - Project Communication Planning
 - Implementing the Communications Plan
 - Measuring engagement effectiveness
- Project Leadership
 - Developing the project team
 - Forming the Team culture
 - Motivating the project team
 - Leading the project team
 - Managing conflict through negotiation

Workshop: Application to the Case Study: Developing a project culture in a diverse project environment, developing focussed communication strategies, managing conflicting work patterns within the project, managing schedule slips

Session Seven Managing Risk

- Definitions
 - Uncertainty and Ambiguity in the project environment
 - What is Risk? What is Opportunity?
- Risk Management Planning
- Workshop
 - Identification of potential Risk and Opportunity
 - Measuring the impact of Risk
 - Prioritising and categorising Risk
- Stakeholders as potential Risk
 - 'Utility' Theory and 'Risk Tolerance'
- Risk Response Planning
 - Documenting Risk and Opportunity responses
 - Developing and managing the Risk Register
- Executing the Risk Response Plan
- Monitoring and Review of Risk
- Contracts as mechanisms for Risk Management
 - Balancing cost and allocation of risk
 - Contract types and risk to the project
- Change Management
 - Control and Improvement

Session Eight Bringing it all together

- The PMO (Project Management Office, Program Management Office or Portfolio Management Office)
 - Control or Support
 - Monitoring or Mentoring
 - Strategic partner
- The Essential Project Closure
- Knowledge as organisational wealth
- 'Lesson learned'
 - Risk identification templates
 - Time and Cost estimating
 - Stakeholder Engagement

About your course trainer

Patrick Weaver PMP, HND(Bldg), FAICD, FCIIOB has over 30 years experience in the delivery of major projects including work in the UK, Middle East and Australia.

Patrick is currently President of the Chartered Institute Of Building, Australasia. As well as being an active member of CIOB, he is a Fellow of the Australian Institute of Company Directors and a member of the Project Management Institute (PMI), the Association for Project Management (UK) and Australian Institute of Project Management.

He is the Managing Director of Mosaic Project Services Pty Ltd, an Australian project management consultancy business specialising in project control systems and project management training. His consultancy work encompasses: developing and advising on project schedules, forensic analysis of project data, developing and presenting project management training courses (including PMP and CAPM courses for PMI accreditation), acting as an expert witness and assisting with dispute resolution and claims management, he is a qualified Arbitrator, Adjudicator and Mediator.

Patrick has regularly presented papers on project management and project governance at conferences around Australia, in the UK, New Zealand and South East Asia, as well as being part of the team responsible for delivering a number of these conferences.

Major projects he has worked on include:

- New Parliament House, Canberra
- Myer Centres in Brisbane and Adelaide
- World Expo 88, Brisbane
- Brisbane and Sydney International Airports
- Rocky's Reward, Stawell and Oakey Creek mines
- The Australian Submarine project
- Victorian 'fast train' project

Clients have included:

- Bovis Lend Lease (Civil & Civic)
- Doyles Construction Lawyers
- Lanskey Constructions
- BP Australia
- Qantas Defence Services
- Fallon Project Management
- Transurban Program Office
- Lurgi Australia Pty Ltd

I would like to thank everyone who has helped with the research and organisation of this event, particularly the trainer, who has kindly committed and supported the event.
Yee Pheng, Tan , Conference Producer