Knowledge Century Learning

Project Management

Training Courses

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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 320 classes since 2003 to more than 8,000 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 15 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.

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

Program Structure

Project Management Program for Business Managers	
Project Management Fundamentals for General Staff (8 hours / 1 day) Project Planning and Control (15 hours / 2 day)	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 team managers or project team members.

Project Management Competency and Certification	
FastTrack PMP® (36 hours / 4 days) PMI® Risk Management Professional (30 hours / 4 days)	For managers and professionals who want to learn project management concepts and skills based on *PMBOK® Guide* or Practice Standard for Project Risk Management®. The courses will prepare participants for the PMP® or PMI-RMP® exam.

Soft Skills for Project Leaders	
Project Leadership Series: Managing without Authority (8 hours / 1 day – 8 PDU) Project Leadership Series: Project Conflict Resolution and Expectation Management (8 hours / 1 day – 8 PDU) Project Leadership Series: Understanding Client Needs - A Consultative Approach for Project Managers (8 hours / 1 day – 8 PDU) Project Leadership Series: Leading Change - A Collaborative Approach (8 hours / 1 day – 8 PDU) EQ for PM Series: EQ for Project Managers (8 hours / 1 day – 8 PDU) EQ for PM Series: Applying EQ Skills to Stress Management and Conflict Resolution (8 hours / 1 day – 8 PDU) Negotiate for Success Series: Strategic Negotiation Skills (8 hours / 1 day – 8 PDU) Negotiate for Success Series: Mastering Competitive Negotiations (8 hours / 1 day – 8 PDU)	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.

Advanced Project Management Program	
PMO and Program Management (8 hours / 1 day – 8 PDU) The Art and Science of Managing Vendors (8 hours / 1 day – 8 PDU) Risk Management in Action (8 hours / 1 day – 8 PDU) Business Continuity Management (8 hours / 1 day – 8 PDU)	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, managing procurement & vendor, project risk management, and business continuity. Certified PMPs will obtain PDU credits required to maintain their credential.

Project Management Program for Business Managers

Project Management Fundamentals

This is an intensive one-day workshop focusing on core project management skills and techniques. The workshop is specifically designed for general staff members who need to participate in projects as functional representatives, and may not fully understand their roles and responsibilities in projects. The course is enriched with interactive case studies and lively group discussion to help participants understand basic concepts in project management so that they can apply it in real life project situations. Tools and techniques such as Project Scope Statement, WBS, Project Schedule, Status Reporting, and Issue Tracking will be introduced.

The workshop will include instructor-led and group discussion on business project problems. The course contents will also be customized to suit general staff who participate in business, product development, and process improvement projects. They are meant to make the workshop more interactive and relevant to junior managers and general staff, hence bringing forth the highest educational impact.

Target Audience:	Team leaders or functional staff who lead or participate in projects; User groups in projects
Course Duration:	1 day (7.5 hours)
Course Format:	• Classroom presentation 50% • Interactive discussion and group exercises 50%

Key topics:

- Project Life Cycle (2 hours)

    ➢ Overview of project management concepts and trend
    ➢ Walk through of a typical project life cycle in a business environment
    ➢ Critical success factors in projects
    ➢ The role of a project coordinator and project manager

    Key Learning Points:

    – The concept of project phases and how they apply to typical business projects;
    – Successful attributes and skills required of a project coordinator or project manager.

- Requirement, WBS and Schedule Planning (3 hours)
  - Requirement definition
  - Requirement Document and Project Scope Statement
  - Work breakdown structure (WBS) definition
  - Task dependencies and resource dependencies
  - Project schedule and milestones

  Key Learning Points:

  - Requirement gathering skills;
  - Confirmation of key deliverables through Requirement Document and Project Scope Statement;
  - 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)

  - Status reporting and issue tracking
  - Typical time management problems:

    - Why are projects always late?
    - Practical skills to deliver projects on time
    - Integrated change control

  - Other typical project issues

  Key Learning Points:

  - Discussion of typical project execution problems;
  - Approaches and skills to improve on-time delivery of projects.

This is an intensive two-day workshop focusing on core project management skills and techniques. The workshop will introduce some theoretical framework, selected tools and techniques, and project management processes. More importantly, it is complemented by case studies, exercises and group discussion to help participants understand the basic concepts and they can apply it in real life project situations.

A few project planning document templates will be included. Examples of these templates include Project Initiation Document (Project Charter), Project Scope Statement, and Project Status Report.

Important project planning and leadership skills such as scheduling, risk planning, people and stakeholder management. Several critical soft skills including communication, influencing, and problem solving involving tradeoffs among various project objectives will be discussed in the workshop.

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

Course Duration: 2 days (15 hours)

Course Format:
- Classroom presentation   65%
- Interactive discussion and group exercises   35%

Key topics:

DAY 1

- Project Life Cycle (1 hour)
    - Critical success factors in projects
    - Walk through of a typical project life cycle
    - Key components of project management knowledge areas in different phases of a project

    Key Learning Points:

    - The concept of project phases and how they apply to typical projects within organization;
    - Life cycle of Barbie Engineering projects and typical tasks and deliverables.

- Project Planning (4 hours)
    - Stakeholder identification and management
    - Requirement definition and planning
    - Developing WBS
    - Project scheduling
    - Resource planning: Roles and responsibilities of cross-functional teams
    - Basic cost planning

    Key Learning Points:

    - Project planning document templates including Project Initiation Document (Project Charter) and Project Scope Statement;
    - Identifying stakeholders and their expectation;
    - Confirmation of key deliverables through Requirement Document;
    - 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)
    - Directing and managing project execution
    - Monitoring and controlling project work
    - Status reporting and issue tracking
    - Common execution problems in real-life projects

    Key Learning Point

    - Basic control skills such as issue log and change control;
    - Standard Project Status Reporting template;
    - Typical execution problems such as stakeholder issues and requirement change.

DAY 2

- Risk Planning (2 hours)

    - Converting 'unexpected' to 'expected'
    - How to identify risks?
    - Probability vs. impact
    - Soft skills in managing risks

    Key Learning Points:

    - Risk planning framework;

- Soft skills in managing risks.

■ Problem Solving Techniques

Problem identification and analysis (2.5 hours)

- Root cause analysis (fishbone diagram, 5-whys)

- Idea generation and innovation stimulation skills

- Alternative and scenario analysis

- Taking perspectives: Possible considerations and responses from various stakeholder groups

- Developing effective action plan

Solution Execution (2.5 hours)

- Conflict resolution principles and techniques: the win-win approach

- Influencing stakeholder decision through negotiation as a collaborative process

- Effective communication for managing expectation and overcoming resistance

Key Learning Points:

- Root cause analysis;

- Identifying stakeholders and their expectation;

- From alternatives to action planning;

- Alternative and prioritization;

- Persuasion and influencing skills.

■ The Role of a Project Manager (0.5 hour)

- Key skills required of a successful project manager

- Ownership and proactive management

- Importance of interpersonal skills or soft skills

Project Management Competency & PMP® 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:

- 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;

- Knowledge Century is a Global Registered Education Provider of PMI®;

- 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.

Key topics:

- Basic concepts including project life cycle models, project stakeholders, objectives and tradeoffs, interaction among process groups and various knowledge areas

- Project initiation through developing business case, performing feasibility study and aligning with an organization's strategic objectives

- Scope definition, WBS development, and scope control

- Project scheduling, network diagrams, resource levelling, 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

- Managerial skills important to project success including conflict resolution, negotiation and team building

- Concepts, tools & techniques in project communication planning, distribution, and reporting

- Organizing and planning for contracting, contract payment types, contract administration and closing

- Core management skills of a project manager

- PM professional responsibilities

Course Duration: 4 days (36 hours)

Course Format: Classroom presentation (65%)

Interactive discussion and group exercises (35%)

Feedbacks from some of our past participants:

"Very interesting! The contents are useful and practical to real life situation."

"Program content has been delivered very effectively by the trainer. Provided a good ground for PMP® exam."

"Very interactive training and a very experienced and skilful trainer"

"Excellent control on atmosphere. Enjoyable!"

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.

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

Certified PMPs can earn 30 PDU towards maintaining their PMP® credentials.

Soft Skills for Project Leaders

Project Leadership Series:
Managing Without Authority

Course **Objective**	:	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 team building, motivation techniques, expectation management and stakeholder analysis. Proven human resources management and relationship management theories will be discussed and more importantly, case studies and group exercises will help illustrate how they work in real life. Negotiation and influencing skills for managing project stakeholders will be addressed in the workshop.
Format	:	Lecture (50%); Case study & group discussion (30%); Simulation exercise (20%)
Key Topics	:	1. Project Team Management

      - Assembling a winning team

      - Skills development, team building and team work

      - Performance appraisal

      - Typical human resource issues

    2. Project Team Development and Motivation Techniques

      - Team building, team structure, and group dynamics

      - Motivation theories in action - application of proven motivation models and empowering skills

      - Understanding and solving team members' motivational problems

      - Coaching skills

    3. Managing without Authority

      - What is authority?

- Where does power come from?

- Managing without authority through leadership and motivation

4. Project Negotiation and Influencing Skills

- Negotiation styles: Win-win approach vs. traditional win-lose approach

- Negotiation to resolve team conflicts with stakeholders

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Objective : This is a one-day intensive workshop providing participants with the key communications skills for successful project delivery. It covers three major areas of project competencies: Stakeholder Analysis & Communications Planning, Negotiation Skills for Conflict Resolution, 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.

Format : 50% Lectures, 50% Case study, role play, group discussion

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. Project Negotiation for Conflict Resolution

- Sources of conflict

- Negotiation styles: Win-win approach to negotiation vs. traditional win-lose approach

- Understanding and mastering negotiating - sources of power and influence, stages of negotiation, negotiation as a collaborative process, negotiation tactics

4. Resolution of Conflict by Understanding People' Personality

- Four types of social styles

- Internal fears of each social style

- Best negotiation strategies through addressing opponent's social style

5. Conflict Resolution Simulation
    - Negotiation with a vendor on procurement
    - Negotiation with a colleague to resolve resource conflicts
    - Negotiation with a client on expectation

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Objective :   It is always difficult to unhidden customer's needs and develop tailor-made solution. In projects, project managers have no extra time and resources to correct mistakes or address additional requests especially toward the end of projects. One-stop User Study is the ideal model of defining needs. "Understanding Client Needs" is a one-day course designed for project managers to strengthen their related knowledge and skills to collect requirements in ever changing customer environment.

The first step is a self management process to reveal consulting role of a project manager and customer's expectations along project life cycle. Project team members will be instilled problem-solving mindset that achieves win-win situation.

The consultative approach can be applied in selling/buying process with external parties or internal customers. The processes can be summarized in "4G":

Getting Esteem

1) Present yourself
2) Gain credibility

Gathering Needs

1) Help customers to articulate their needs
2) Use questioning and listening skills to identify the gap between current situation and desired situation
3) Confirm issues and summarize information gathered

Going to Show

1) Propose a solution benefited to customers
2) Solve problem in perspectives of personal and business
3) Actionable closing

Going in partnership

1) Ensure right solution in place
2) Deal with unexpected personnel or issues
3) Strengthen the relationship

Format   :   Lecture (60%); Case study & group discussion (20%);

Simulation exercise (20%)

Key   :   1.   Services Industry Review

Topics

- Service Trend

- Get ready for changes

2.   Consulting Model for Project Manager

- Characteristics of Consultant

- Processes

- Demonstrate understanding before giving solution

- Promote project outcomes

- Transit from project to operation

3.   Develop Solution to Address Customer's Needs

- Present solution according to customer's style

- Develop win-win solution with customer

4.   Teaming with Customers

- Apply to daily activities with consulting approach

- Ensure customer satisfaction

5.   Case Study

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Project Leadership Series:
Leading Change - A Collaborative Approach

Objective : Change is an everyday experience of managers nowadays. A change initiative brings about change in corporate strategy, organization, role & responsibility, process, product/service to customer, and all other aspects of an enterprise.

It is always manager's challenge to manage the "before", "during" and "after" stage of the change project, while keeping customer and employee satisfied. A change project is best delivered through active participations of various stakeholders, especially the members of the change project team.

Manager is smart enough to prepare a plan to manage changes. Unfortunately, every plan is just some nice ideas on a drawing board which requires people to execute accordingly. And people are usually the major stumbling blocks. It's more effective to allow stakeholders to implement their own plans which are based on their expertise in their respective functional areas. How well you lead people will determine how well the result of the change initiative. Needless to say, a company which can carry out changes quickly is more likely the winner among competition.

The key success factors of a change project are around:

- Early discovery of change

- Readiness in people, process and tools

- Flawless implementation

- Smooth transition

- Full integration

At the end of this workshop, you will be able to:

- Fully understand a framework of change

- Effectively tell others the justifications of change

- Systematically manage the change

- Readily see the impact of the change

- Significantly measure the progress and success of a change initiative

Format   : Lecture (60%); Case study & group discussion (20%);

Simulation exercise (20%)

Key   : ▪ The change framework

Topics   ▪ Roles in a change initiative

▪ Corporate and business strategies

▪ Identify and bridge the gap

- The Molecule map
- Stakeholders analysis
- Dream impossible dream
- Assess Impact
- Tailor-made the communication
- Remove roadblocks
- From resistance to acceptance
- Support and maintenance
- The team operating model
- Cultivate the change
- Case study

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Objective :   This is a one-day intensive workshop designed to provide an overview of emotional intelligence and how it applies to the project management environment. Research shows that emotional intelligence is just as important to project managers as IQ or knowledge of the *PMBOK® Guide*. Emotional intelligence is the ability to understand and manage our own emotions and those of others. Project Managers and leaders can benefit by putting emotional intelligence to work for them in the project environment.

The course starts with a personal emotional intelligence assessment that shows areas of strengths and weaknesses for each participant. Participants will learn about an emotional intelligence framework for project managers and use that to develop an action plan to grow in their strengths and augment their weaknesses. Case studies, group discussion, and role playing will be used to illustrate how to deal with project adversities emotionally and apply them into real-life project environment. Participants will see how emotional intelligence affects their relationships with the project team and the success of the project. Working within small teams, participants will use exercises to practice techniques that demonstrate or develop emotional intelligence. Each participant will benefit from the interaction with and feedback from the other participants in the workshop.

Target Audience   Business managers who lead or participate in projects, project managers, project team members, customers & user groups in projects

Format :   50% Lectures, 50% Case study, role play, group discussion

Key Topics :   **Introduction to Emotional Intelligence for PMs**

* What is emotional intelligence?
* An emotional intelligence framework for project managers
* Your personal emotional intelligence assessment

Self-Awareness

* Emotions provide information
* How to feel your feelings
* Assessing your strengths and weaknesses
* Developing self-confidence
* Techniques to Improve self-awareness

Social Awareness

* Empathy and empathetic listening
* Seeing others clearly
* Techniques to improve social awareness

Dealing with Project's Adversities Emotionally

* Emotional self-control
* Common emotional breakdowns in the project environment
* Understanding the causes of emotional breakdowns
* Techniques to face project adversities:
    * Six Steps of Reframing
    * Maintaining Personal Peace of mind in a multi-project circumstance

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Objective :   This is the second one-day intensive workshop in the three PM's Emotional Intelligence workshop Series. This is a highly interactive workshop that leverages latest studies into the specific leadership and emotional intelligence competencies that make project managers successful. The workshop equips project leaders with the specific competencies that lead to success for all project managers and in particular for those leading IT Projects, Engineering and Construction Projects, or Business projects.

Emotional Intelligence is a very comprehensive and complex concept and consists of understanding one's own emotions, the emotions of others, and being able to manage such emotions effectively in a way that improves personal power and productivity.

Project Managers and leaders can benefit by applying key skills of emotional intelligence to work for them in the stressed project environment and project conflicts. Case studies, group discussion, and role playing will be used to illustrate how to deal with project adversities emotionally and apply them into real-life project environment. Participants will see how emotional intelligence affects their relationships with the project team and the success of the project.

Working within small teams, participants will use exercises to practice techniques that demonstrate or develop emotional intelligence. Each participant will benefit from the interaction with and feedback from the other participants in the workshop.

Target Audience   Business or IT managers who lead or participate in projects, project managers, project team members, customers & user groups in projects

Format   :   50% Lectures, 50% Case study, role play, group discussion

Key Topics   :   **Stress Management Basics**

   ✡   What is stress and sources of stress?
   ✡   Types of stress and signs of burnout
   ✡   Cost of burnout at work
   ✡   Using "Eustress" to increase project productivity

Information Technologies and Emotional Intelligence

   ✡   Characteristics of IT workforces
   ✡   Job stress and Job satisfaction in IT projects
   ✡   Research about the value of EQ in IT professionals
   ✡   Framework for emotional intelligence to project management

Skills to Strengthen Your Emotional Intelligence in Stress Projects

✡ Skills to quickly reduce stress.
✡ Skills to recognize and manage your emotions.
✡ Skills to use humor and play to deal with challenges.
✡ Skills to connect with others using nonverbal communication and other key EQ skills.

Conflict Resolution Strategies

✡ Organizational awareness to project conflicts
✡ Resolve conflicts positively and with confidence by
  ■ Preventing unproductive conflicts
  ■ Navigating productive conflicts
  ■ Repairing relationship after conflicts
✡ Tips for resolving conflict in a trust-building way

Benefits to course participants:

Upon completion of this workshop, participants will:

✡ Know the positive and negative side of stress
✡ Apply a framework for emotional intelligence to project management
✡ Use emotions as a source of information and strength
✡ Manage stress and conflicts in projects
✡ Be a more successful project manager

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Objective : Nobody denies that negotiation skill is a major part of project stakeholder handling skills. Based on the principle of "Customer is always Correct", it is also assumed that: a) project team is always at an inferior position in negotiation; b) a good listener may not win, and c) silence would imply losing position. It is very challenging to maintain stakeholder satisfaction before aligning interests of both sides.

With decades of project stakeholder management experience, the instructor is proud to share his experience about teaming with customers / stakeholders and achieve a satisfactory end result.

Negotiation should be viewed as looking at a conflict situation from different angles. This mindset can help us define a realistic target and carry out conversation professionally with project stakeholders.

The benefits of attending this workshop include the following:

- Increases competitiveness of your organization by maintaining high customer satisfaction
- Lowers the tension during negotiation with key stakeholders
- Positive negotiation results ensure profits in your organization
- Negotiation progresses as planned

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

Key : Preparation for Negotiation

Topics
- When there is "give and take" situation, negotiation is undergoing
- More than 80% situations, people go for win-win rather than win-lose
- Uncover needs over wants
- Applies information effectively to support yourselves
- Understands partner's needs via questioning and listening skills
- Always have a plan in mind

Planning for Negotiation
- Know your objectives and your bottom lines

- Define strategy and room of negotiation
- Identify unique values that you can offer to avoid making unnecessary concession
- Problem focus vs. position focus

Negotiation Skills

- Common negotiation skills including questioning, uncovering and addressing needs
- How to diffuse tension with your opponent during negotiation?
- Maintaining relationship to attain win-win

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Negotiate for Success Series:
Mastering Competitive Negotiation

Objective :   This is a one-day intensive workshop introducing in-depth knowledge and skills required for successful commercial negotiations. A key theme of this course is to achieve some extent of win-win under typical competitive situation in which two companies engage in a business negotiation - e.g., procurement, service improvement, or price adjustment for existing services. Concession planning and various negotiation tactics will be discussed. Participants will be prepared for negotiations with mainly external parties through understanding the key dynamics of competitive 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 business cases.

Participants are assumed to possess basic knowledge of negotiation and have exposure to business negotiation in a real-life situation.

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

Key :   • Framework for Negotiation

Topics
- 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

• Competitive Negotiation
- Is it possible to achieve win-win in a competitive situation?
- Identifying interests and options
- Planning the negotiation
- Opening positions
- Collecting information

- Planning concessions
- The art and science of making concessions
- Commitments and final offer

- Negotiation Tactics and Soft Skills
    - 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

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Advanced Project Management Program

PMO and Program Management

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

Objective

- 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.

Format   :   60% Lectures, 40% Case study and group discussion

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

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Course Objective : 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.

Format : Lecture (60%); Case study & group discussion (20%); Simulation exercise (20%)

Key Topics :

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

7. Selection
   - Prepare RFP
   - Determine evaluation criteria
   - Evaluate proposals
   - Select preferred vendor
   - Contracting

8. Risk management and control
   - Risks of outsourcing

- Sources of risks
- Risk control
- Specific risk responses and countermeasures

9. Relationship management
   - Vendor relationship: Partnership or arm's length?
   - Hard and soft strategies of vendor management
   - Building relationship

10. Managing Vendor Performance
    - Communicating to get the expected results
    - Managing meetings
    - Handling misunderstanding, different views, and conflicts

Certified PMPs can earn 8 PDU towards maintaining their PMP® credentials.

Course Objective : This is a one-day intensive workshop focusing on risk management in projects. 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. The workshop is designed around a simulated business case, with extensive class discussion and interactive exercises. Participants will gain insights and practical skills in how to keep risks under control, and explore real life risk issues such as company culture, risk attitude and contingency reserve.

Format : 60% Lectures, 40% Case study and group discussion

Key Topics :
- Risk Management Planning
    - Risk and company culture
    - Stakeholders' risk tolerance level
    - Roles and responsibilities of team members
    - Risk categories & source of risks
- Risk Identification Techniques
    - Document review
    - WBS and risk identification
    - Information gathering techniques: Brainstorming and expert interviews
    - Risk checklists
- Risk Analysis
    - Probability-impact matrix
    - Risk score and risk level
    - Estimating contingency reserve
    - Risk Response Planning
    - Contingency reserve and contingency planning
- Project Risk Monitoring and Control
    - Risk documentation procedures & reporting formats
    - The use of Risk Register

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Business Continuity Management for Today's Business

Objective : This is a one-day intensive workshop designed for project managers or business managers who want to understand fundamental principles and methodologies in Business Continuity Management (BCM). It covers the building blocks of a BCM program from setting out policy and standards, determining the needs of an organization for business continuity, developing an effective BCM response, testing and maintaining business continuity plans to instilling a BCM culture through staff awareness and training. The workshop will adopt a blended approach of theories and practical exercises and group discussions. These activities are intended to help participants to not only gain a deepened understanding of the BCM processes but also begin to plan out and document core components of a BCM program for their organizations through hands-on experience using standard tools and templates.

Intended : Project Managers, Operations Managers, Business Continuity
Participants Professionals, Risk Management Professionals

Format : 50% lectures, 50% practical exercises and group discussions

Key Topics :
- What is Business Continuity Management (BCM)?
- Top reasons for implementing a BCM program
- Industry standards and guidelines for BCM
- BCM policy, standards and procedures
- Understanding an organization's needs for BCM
- Business Impact Analysis (BIA) and Risk Assessment (RA)
- Recovery strategies and business continuity options
- Crisis management and team structure
- Business Continuity Planning (BCP)
- Testing and exercising
- Maintenance and review
- Training and awareness

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