合辦機構:



澳門科技大學

MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY

Emmanuel Global Limited 宏基國際諮詢有限公司

本課程已納入 教青局 持續進修發展計劃

商業精英系列課程(項目管理及項目計劃和控制)

Business Professionals Series - Project Management & Project Planning & Control

Course Introduction 課程簡介

<u>Project Management</u> is an intensive one-day workshop focusing on core project management skills and techniques. The workshop is specifically designed for business professionals 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, Work Breakdown Structure (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 business professionals who participate in business, product development, and process improvement projects. They are meant to make the workshop more interactive and relevant to business managers and general staff, hence bringing forth the highest educational impact.

<u>Project Planning & Control</u> 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.

Note: Training hours of these courses under that Business Professionals and Leaders Series are eligible for satisfying the 35 hours project management education requirement for PMP application.

Course Outline 課程大綱

► PROJECT MANAGEMENT (ONE – DAY WORKSHOP)

1) Project Life Cycle (2 hours)

- a) Overview of project management concepts and trend
- b) Walk through of a typical project life cycle in a business environment
- c) Critical success factors in projects
- d) 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

2) Requirement, Work Breakdown Structure (WBS) and Schedule Planning (3 hours)

- a) Requirement definition
- b) Requirement Document and Project Scope Statement
- c) Work breakdown structure (WBS) definition
- d) Task dependencies and resource dependencies
- e) 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

3) Project Control (2.5 hours)

- a) Status reporting and issue tracking
- b) Typical time management problems
 - i) Why are projects always late
 - ii) Practical skills to deliver projects on time
 - iii) Integrated change control
- c) Other typical project issues

Key Learning Points:

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

> PROJECT PLANNING AND CONTROL (TWO DAYS WORKSHOP)

1) Project Life Cycle (1 hour)

- a) Critical success factors in projects
- b) Walk through of a typical project life cycle
- c) 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

2) Project Planning (4 hours)

- a) Stakeholder identification and management
- b) Requirement definition and planning
- c) Developing WBS
- d) Project scheduling
- e) Resource planning: Roles and responsibilities of cross-functional teams
- f) 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

3) Project Control (2.5 hours)

- a) Directing and managing project execution
- b) Monitoring and controlling project work
- c) Status reporting and issue tracking
- d) Common execution problems in real-life projects

Key Learning Points:

- 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

4) Risk Planning (2 hours)

- a) Converting 'unexpected' to 'expected'
- b) How to identify risks
- c) Probability vs. impact
- d) Soft skills in managing risks

Key Learning Points:

- Risk planning framework
- Soft skills in managing risks

5) Problem Solving Techniques (2.5 hours)

- a) Problem identification and analysis
- b) Root cause analysis (fishbone diagram, 5-whys)
- c) Idea generation and innovation stimulation skills
- d) Alternative and scenario analysis
- Taking perspectives: Possible considerations and responses from various stakeholder groups
- f) Developing effective action plan

6) Solution Execution (2.5 hours)

- a) Conflict resolution principles and techniques: the win-win approach
- b) Influencing stakeholder decision through negotiation as a collaborative process
- c) 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

7) The Role of a Project Manager (0.5 hour)

- a) Key skills required of a successful project manager
- b) Ownership and proactive management
- c) Importance of interpersonal skills or soft skills

Target Audience 對象 This course is suitable for Team leaders or functional staff who lead or participate in projects; User groups in projects. (此課程適合正在規劃中的團隊經理或部門領導人員及用戶群組)

Instructor 導師簡介Consultant from Emmanuel Global Limited (with many years of PM experience in MNCs)
Emmanuel Global Limited 的顧問 (具多年於跨國企業項目管理經驗)

Medium of Instruction 授課語言 Chinese with supplementary English terminology (中文爲主,英文爲輔)

Venue 上課地點 Alameda Dr. Carlos D Assumpção 335-341, Hotline Centre, 10/F, Macau 澳門新口岸宋玉生廣場 335-341 號獲多利中心 10 樓

Course date & time 上課日期

Tuition Fee 課程費用 MOP 3,600

Class Size 收生名額 11 people

All fees are non-refundable and non-transferable. (The school has full right to withdraw any course anytime).

Therefore, student is advised to consider carefully about the course time and personal situations before application.

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