合辦機構：

Emmanuel Global Limited
宏碁國際諮詢有限公司

本課程已納入
教青局
持續進修發展計劃

澳門科技大學
MACAU UNIVERSITY OF SCIENCE AND TECHNOLOGY

持續教育學院
School of Continuing Studies

商業領袖系列課程 (項目管理辦公室、供應商管理、風險管理、管理不管你)
Business Leadership Series (Project Management Office, Vendor Management, Risk Management & Managing Without Authority)

Course Introduction 課程簡介

➢ *Project Management Office*

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.

➢ *Vender Management*

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 vendors such as equipment suppliers, software vendors, system integrators, managed service and outsourcing service providers.

➢ *Risk Management*

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.

➢ *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 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.

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 Office*

1. What are programs and project portfolios?
2. Why portfolio management is important and how it ties to business performance?
3. What is PMO and what it does? The PMO model: Operational, Tactical and Strategic
4. PMO operational functions
   a) Knowledge source
   b) PM methodology and best practices design and implementation
   c) PM tools, online tools and templates
   d) Project Management Training
   e) Project Archives
5. Useful templates
   a) PMO Tactical functions
   b) Mentoring, coaching and consulting services to PMs and various levels of the workforce
   c) Program risk management
   d) Resource management
6. Integrated executive-level reporting
   a) PMO Strategic functions
   b) Project portfolio selection
   c) Project/Portfolio resource and cost accounting
   d) EPM Tools
   e) Knowledge Management
7. Useful templates

➢ *Vender Management*

1) Understanding the life cycle of procurement
   a) Strategy
   b) Selection
   c) Development / Transition
   d) Support & Enhancement / Governance
   e) Termination
2) Selection
   a) Prepare RFP
   b) Determine evaluation criteria
   c) Evaluate proposals
   d) Select preferred vendor
   e) Contracting
3) Risk management and control
   a) Risks of outsourcing
   b) Sources of risks
   c) Risk control
   d) Specific risk responses and countermeasures
4) Relationship management
   a) Vendor relationship: Partnership or arm's length
   b) Hard and soft strategies of vendor management
   c) Building relationship
5) Managing Vendor Performance
   a) Communicating to get the expected results
   b) Managing meetings
   c) Handling misunderstanding, different views, and conflicts

➢ *Risk Management*

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

➢ *Managing Without Authority*

1) Project Team Management
   a) Assembling a winning team
   b) Skills development, team building and team work
   c) Performance appraisal
   d) Typical human resource issues
2) Project Team Development and Motivation Techniques
   a) Team building, team structure, and group dynamics
   b) Motivation theories in action – application of proven motivation models and empowering skills
   c) Understanding and solving team members' motivational problems
   d) Coaching skills
3) Managing without Authority
   a) What is authority?
   b) Where does power come from?
   c) Managing without authority through leadership and motivation
4) Project Negotiation and Influencing Skills
   a) Negotiation styles: Win-Win approach vs. traditional Win-Lose approach
   b) Negotiation to resolve team conflicts with stakeholders

Target Audience 對象

Business managers who lead or participate in Project Management Office (PMO), business managers who deal with vendors , project managers, Team Manager , Functional Leader, project team members, customers & user groups in projects (領導或參與項目管理辦公室（PMO）的業務經理、與供應商洽談之商務經理、項目經理、團隊經理、部門經理、項目團隊成員、客戶及正在規劃中的各用戶群組)

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
中文為主，英文為輔

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

7, 14 Sep, 5, 12 Oct. 2013	Sat	09:30 to 18:00	課程編號：1304170325	(Total hrs: 30)

Tuition Fee 課程費用 MOP 4,800   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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