



## 項目計劃和控制行政人員證書課程 Executive Certificate in Project Planning & Control

### 課程簡介 Course Introduction

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.

*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.*

### 課程大綱 Course Outline

#### DAY 1

##### 1) Project Life Cycle

- 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

##### 2) Project Planning

- 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:*

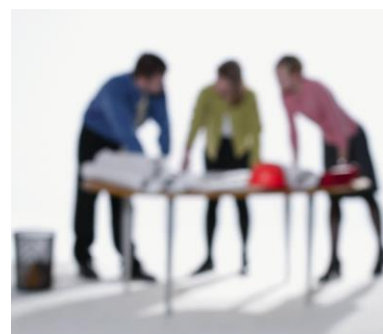
- Project planning document templates including Project Initiation Document (Project Charter) and Project Scope Statement
- Identifying stakeholders and their expectation
- Confirmation of key deliverables through Requirement Document
- From high level deliverables to work components – the importance of WBS
- Converting WBS to an operation plan – project schedule and milestone

##### 3) Project Control

- Directing and managing project execution
- Monitoring and controlling project work
- Status reporting and issue tracking
- 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



## DAY 2

### Risk Planning

- 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

### 2) Problem Solving Techniques

- Problem identification and analysis
- 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

### 3) Solution Execution

- 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

### 4) The Role of a Project Manager

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



**對象 Target Audience** This course is suitable for team leaders or functional staffs who lead or participate in projects; user groups in projects. 此課程適合團隊領導或正在計劃中之部門人員及正在規劃中之用戶群組

**導師 Instructor** Instructors with relevant professional qualifications and industry experience 具相關專業資格及行業經驗的導師

**授課語言 Medium of Instruction** Cantonese with supplementary English terminology 廣東話／英語

**上課地點 Venue** Alameda Dr. Carlos D Assumpção 335-341, Hotline Centre, 11/F, Macau  
澳門新口岸宋玉生廣場 335-341 號獲多利中心 11 樓

### 上課日期 Course Date & Time

Class G	10 & 17 Dec, 2016	Sat 10:00 – 13:30 14:30 – 18:30	Course Code: 1604230114	Total hours: 15
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**課程費用 Tuition Fee** MOP 2,400

**收生名額 Class Size** 15 people

### \* 報名注意事項 \*

- 首次報讀本院短期課程者，請先登入網上報名系統（網址：<https://coes-stud.scs.must.edu.mo/oasc/PersonalInfo.do>）或掃描以下的 QR Code，選擇 **商業和管理** 類別，預先登記個人資料（不需上傳身份證），填妥資料後，帶備身份證正、副本及相片 1 張至本院辦理報名。
- 報讀者可以現金/本票或劃線支票（抬頭請寫“澳門科技大學持續教育學院”或“SCHOOL OF CONTINUING STUDIES MACAU UNIV. OF SCIENCE AND TECHNOLOGY”）繳付學費及材料費，現金收費上限為澳門幣/港幣 5,000 元。
- 所有費用一經繳交，恕不退還（本院取消開辦該課程除外）或轉讓。
- 如課程報名人數不足，本院保留課程取消或延期的權利。

**查詢** 電話：8796 1999 / 8796 1809 電郵：[scs@must.edu.mo](mailto:scs@must.edu.mo)

網頁：<http://www.must.edu.mo/scs-tw/diploma-certificate-programs>

- 如欲收到本院課程資料，可發電郵至 [scs@must.edu.mo](mailto:scs@must.edu.mo) 並提供閣下之電郵地址，標題主旨為“加入通知群組”。
- 本院亦為機構/政府部門/學校等提供內部培訓，按各機構不同之要求（主題/時間/地點/對象）而訂定培訓內容，請與我們聯絡。

