PROJECT MANAGEMENT FOR PROFIT

(SAMPLE PROGRAMME)

SYNOPSIS

The aims of this programme are to provide a broad based framework for managing projects in a commercial, multi-project context and to provide a suite of relevant, practical management tools and techniques. It will provide a structured approach and the essential toolkit for those involved in leading and delivering projects whilst enabling those supporting project teams to appreciate the essential principles and allow more experienced delegates to refresh and extend their knowledge.

Delegates for this training will typically involved in running a number of projects concurrently, taking the project through from receipt of order to final commissioning and handover to the customer. The tools and techniques presented can be applied to projects of varying size - they may be as small as £50k but may also be £multi-million; timescales may also range from about a matter of months to several years. The training programme should provide the essential skills required to deliver these projects successfully, delivering maximum customer satisfaction whilst achieving their commercial goals.

TRAINING OBJECTIVES

The objectives for this programme are to:

- explain and demonstrate the key principles of successful project management
- appreciate the importance of commercial strategy and contract management in delivering success
- understand how to balance the technical and commercial demands of the project
- demonstrate a range of useful project management tools and techniques
- recognise the importance of inter-personal skills in planning and executing the programme

STYLE AND STRUCTURE

The programme will take the form of a workshop with a mix of tutorials, syndicate and case study sessions. Delegates will be encouraged to share their own expertise and experience and to work through current issues with live projects.

The workshop may include company specific procedures as required and discussion of their use will be encouraged. Similarly, specific project management software (e.g. MS Project) will be included or referred to as required.

PROGRAMME: DAY 1

SESSION 1

AIMS AND INTRODUCTIONS

Outline of the workshop; discussion of objectives

Discussion of delegate's current projects and challenges

KEY CONCEPTS

The structure of projects; key phases in the project/contract lifecycle

Promoting success: integrating the commercial and technical aspects

The commercial framework: some typical model forms of contract

SESSION 2

NEGOTIATING THE CONTRACT

Essential legal concepts that apply to contracts

Managing the bid; the vital importance of project definition/ scope of work

Defining customer requirements; functional and design aspects

Defining responsibilities; negotiating the terms and conditions

Sharing and managing risk to best effect; contract incentives and damages

Some classic pitfalls and how best to avoid them

SESSION 3

TEAM EXERCISE: PLANNING AND DELIVERING A PROJECT

Teams plan and then manage a small project to time and budget

Feedback/discussion: delivering success for the client and the business

CUSTOMERS AND CONTRACTS

Understanding the aims of each party; formulating contract strategy

Developing the technical and commercial elements; pricing the work

SESSION 4

CONTRACT EXECUTION

Creating a sensible framework for managing the work

Reviewing and reporting progress; maintaining rapport with the client

Managing variations and agreeing cost and time implications

The importance of payment milestones and their achievement

Sub-contracting work to others: some do's and don'ts

What to do when things get difficult! Managing and resolving problems

PROGRAMME: DAY 2

SESSION 1

REVIEW OF DAY 1

Review and consolidation of key points from DAY 1

SCOPING AND CAPTURING REQUIREMENTS

Identifying and managing relevant stakeholders; managing communication

Understanding customer needs; managing customer expectations

Using a scope chart to capture the full project brief; preliminary planning

SESSION 2

PLANNING THE WORK: ESSENTIAL TOOLS AND TECHNIQUES

Detailing the work to be done; developing the work breakdown structure

Defining 'who does what': building the task-responsibility matrix

Mapping out the logical sequence and identifying the critical path

Forecasting resource requirements; estimating timescales and costs

Defining the cash flow forecast and setting control milestones

Exercises and examples

SESSION 3

CASE STUDY: PLANNING THE PROJECT

Syndicate teams develop a project plan, including

- Scope of work
- Programme and cost
- Contract strategy

Presentations, feedback and discussion

SESSION 4

IDENTIFYING AND MANAGING PROJECT RISKS

Understanding and defining risk; focusing on the risks that matter

Classifying risks and agreeing boundaries for risk ownership

Identifying risks (and opportunities); deciding how to best manage them

Setting levels of contingency that are realistic and supportable

Syndicate exercise: Review of project risks and how to deal with them

Discussion of issues arising

PROGRAMME: DAY 3

SESSION 1

REVIEW OF DAY 2

Review and consolidation of key points from DAY 2

PROJECT EXECUTION: INITIATING TASKS AND MOBILISING RESOURCES

Defining and delegating tasks; commissioning sub-contractors

Ensuring good communication between inter-acting groups

Defining responsibilities and clarifying operating boundaries

SESSION 2

PROJECT EXECUTION: MONITORING AND CONTROL

Pro-active and re-active control – striking the right balance

Setting up routine plan reviews with team members and third parties

Managing change; balancing technical and commercial objectives

Creating a systematic control process; project reviews and meetings

Tracking performance; trend monitoring techniques that give early warning

Managing the money – project financial reporting and control

SESSION 3

PROJECT TEAM EXERCISE

A syndicate team exercise to demonstrate team roles and skills

PRACTICAL TEAMWORKING

The teamwork challenges of a typical multi-project environment

Building and maintaining rapport in a commercial context

Managing conflict constructively; practical problem solving

SESSION 4

LEADING PROJECT TEAMS

Defining team member roles and responsibilities; the team leader's role

Building effective communication throughout the project team

Understanding team dynamics and building team performance

REVIEW

How can we better apply 'Project Management For Profit' in practice?