

25th
intake

A Worldclass Project Management Curriculum

led by International Experts and endorsed by
Project Management Institute, USA

Each day of the course can earn 8 PDUs towards meeting
P.M.I. Certification Examination Entry Requirements

TOOLS & TECHNIQUES FOR PROJECT MANAGEMENT

(2 day course on general
project management tools)

PROJECT LEADERSHIP FOR SUCCESS

(2 day course on
leadership skills)

PROJECT MANAGEMENT FOR IT/IS PROJECTS - Tools & Techniques

(2 day course on IT/IS
project management tools)

PROJECT MANAGEMENT FOR IT/IS PROJECTS - The People Side

(2 day course on
leadership skills)

www.hkma.org.hk/bmc



 Project
Registered
Education
Provider Management
Institute



Business
Management
Consultants

**HK
MA** PRIME 持續進修學院 
PROFESSIONAL INSTITUTE OF MANAGEMENT AND EDUCATION

THE HONG KONG
MANAGEMENT ASSOCIATION

A Worldclass Project Management Curriculum



Objective

These project management series are “state of the art” courses for Project Management training in the world today. Developed by Business Management Consultants (BMC), a Globally Registered **Project Management Institute (PMI®) Provider**, the aim of the course is to develop a complete set of management skills for your current level of project related responsibility in your organization.

Course Structure and Benefits

These project management series consist of two programmes. You can attend one programme at a time or two programmes together.

In Tools & Techniques for Project Management, You will learn to:

- Plan effectively and coach others to plan
- Set realistic Goals and Objectives
- Organize and Structure projects correctly
- Develop Schedules and Realistic Resource Plans
- Control Single or Multiple projects and tasks

In Project Leadership for Success, You will learn to:

- Build project teams
- Adjust your management style to the situation
- Motivate and Empower Team Members
- Develop effective communication across project teams
- Manage cross-functional and cross-cultural project teams



Course Outline

Tools & Techniques for Project Management

23 & 24 February 2009 OR 25 & 26 August 2009

Project Management Method – Tools & Techniques

- Unique features of a project
- The five basic functions of project management
- The role of the project manager

Participation:

The Assessment Inventory for Project Management™
An Action Plan for Improvement and Change

Effective Project Planning

- The five basic project planning elements
- Defining project objectives
- Developing a work breakdown structure (WBS)
- The project organization

Workshop: Structuring and Organizing a Project

- Organizing with Project teams
- Organizational structures
- “Managing by projects”

Developing Realistic Schedules

- Differences in phasing and paralleling projects
- Using GANTT charts
- PERT and CPM network technique
- Allocating and balancing resources
- Refining the schedule – crashing the critical path
- Establishing performance baselines and the budget
- The project execution plan

Workshop: Scheduling the Project, Developing a Resource Plan and Making Trade-offs

Organizing with Project Teams

- Organizational Structures
- “Managing by Projects” in project-based organizations

Project Control Techniques

- Principles of Project Control
- Controlling quality, schedule and budget
- Performance measurement and reporting methods
- Techniques for displaying project information to senior management

Project Risk Management

- What do you mean by risk?
- What is the process
- Risk analysis approaches
- Project manager's role in risk assessment

Project Leadership for Success

Three Intakes: 25 & 26 March OR
1 & 2 June OR 22 & 23 September 2009

Course Contents

Project Management Method – The People Side

- Characteristics of project management – people side
- Responsibilities, authority, and networks of alliances
- Understanding power dynamics in teams
- Organizational relationships and the project team
- Influences of different national, corporate, and individual cultures and values

The Project Leader/ Manager

- The basics of leadership
- A leadership model for continuous improvement

Creating and Building the Project Team

- Selecting an effective cross-functional project team
- Team decision-making, delegation, and consensus
- Effect of problem-solving style and management style on team performance and creativity
- Conflicts between project team members, functional managers, and project managers
- Improving the project manager/senior management interface.

Communication and Motivation

- Techniques for improving project communication
- Getting the most out of meetings
- Project Office and control room
- Encouraging team participation and involvement
- Stimulating self motivation and high performance
- Techniques to motivate individual team members
- Dealing with difficult people and behaviour

Leadership Skills

- Two dimensions of leadership and effective leadership styles
- Situational leadership
- Adapting your management style to the demands of particular situations

Participation:

Determining Your Leadership Style

Workshop:

Determine the most Appropriate Leadership Style
Project Situations

Who Must Attend

The course is designed for Project Managers and Leaders, Product Development Managers, Engineers, Marketing, Operations, R& D, HR, and Construction Managers, functional managers who deal with project managers, team members who manage tasks and sub-tasks.

"I have never seen a training course that has had such a lasting effect upon its participants."

"... very professional, I intend to use many ideas to develop my skills and hopefully, those of my team. Great job!"

"Concepts are easy to understand and apply at the workplace."

"Animated and insightful approach with practical focus."

"Good overall view of project management. Difficult concepts explained clearly."

"Overall, this project management course teaches the "what" and "how" of things in project management". It has contents and leads one to consider various "things" against the path of project management."

"The course is well tailored for people who needs specialized training in project management."



Objective

Project Management for IT/IS Projects is designed to provide you with a set of proven effective tools and techniques and the human side skills to successfully manage IT/IS projects.

Course Structure and Benefits

The workshop is also presented in two parts. You can attend one part at a time or two parts together.

In Part A: You will learn to:

- Plan IT projects effectively and coach others to plan
- Set realistic IT goals and objectives
- Develop realistic resource plans
- Control single or multiple IT projects
- Build project teams
- Motivate and empower team members
- Develop effective communication across project teams
- Manage cross-functional and cross-cultural project teams

In Part B: You will learn to:

- Build project teams
- Adjust your management style to the situation
- Motivate and Empower Team Members
- Develop effective communication across project teams
- Manage cross-functional and cross-cultural project teams



Course Outline

Project Management for IT/IS Projects

- Tools & Techniques 5 & 6 May 2009

The Project Management Method

- Unique features of an IT project
- Five basic functions of project management
- Role of the IT project manager
- Project clients and stakeholders
- The necessary elements in a project based company

Effective Project Planning

- Five basic project planning elements and “behaviours”
- Defining project objectives, “agreement”
- Developing work breakdown structures (WBS), “control”
- Project organizations, “accountability”
- SDLC- System Development Life Cycle in IT projects
- Developing realistic schedules, “communications”
- Differences in phasing and paralleling
- Using GANTT charts, CPM and PERT network techniques
- Using GANTT charts (eg. MS Project) in management reports
- Allocating and balancing resources
- Establishing performance baselines and budgets, “control”

Organizing Project Teams

- Functional, project, matrix organizations
- “Managing by projects”
- Roles and responsibilities of line and project managers, team members

IT Project Risk Management

- Sources of IT project risks
- What is the risk management process
- Project manager and team members role in risk assessment

Project Control Techniques

- Principles of progress monitoring
- Controlling IT quality, schedules and budget
- Activity-based performance measurement, earned value
- Types of reports and displaying progress

Project Management for IT/IS Projects: The People Side

Three Intakes: 25 & 26 March OR
1 & 2 June & 22 & 23 September 2009

Course Contents

Project Management Method – The People Side

- Characteristics of project management – people side
- Responsibilities, authority, and networks of alliances
- Understanding power dynamics in teams
- Organizational relationships and the project team
- Influences of different national, corporate, and individual cultures and values

The Project Leader/ Manager

- The basics of leadership
- A leadership model for continuous improvement

Creating and Building the Project Team

- Selecting an effective cross-functional project team
- Team decision-making, delegation, and consensus
- Effect of problem-solving style and management style on team performance and creativity
- Conflicts between project team members, functional managers, and project managers
- Improving the project manager/senior management interface.

Communication and Motivation

- Techniques for improving project communication
- Getting the most out of meetings
- Project Office and control room
- Encouraging team participation and involvement
- Stimulating self motivation and high performance
- Techniques to motivate individual team members
- Dealing with difficult people and behaviour

Leadership Skills

- Two dimensions of leadership and effective leadership styles
- Situational leadership
- Adapting your management style to the demands of particular situations

The Project Leader/Manager

- The basics of leadership
- Project teambuilding
- Effect of management styles
- Complementing and conflicting problem solving styles
- Effect of problem-solving styles on team performance and creativity

Interpersonal Skills

- Improving communication
- Project offices and control rooms
- Three types of project review meeting
- Responding to conflicts
- Techniques to motivate individual team members
- Dealing with Dealing People

Who Must Attend

This course is designed for IT project managers and leaders, IT product development managers, programmers, systems analysts, marketing/operations/R&D managers, MIS managers, systems development managers, functional managers who deal with IT project managers and team members who manage IT tasks and subtasks.

Center of Excellence in Project Management

Business Management Consultants (BMC) and Hong Kong Management Association (HKMA) have created a Center of Excellence (CoE) in Project Management at HKMA where project team members to senior executives can take courses specially designed to provide the management skills and competencies needed to fulfill their organizational responsibility in their company.

Courses provided at the Center are taken from BMC's renowned maturity-based project management curriculum and are basic training elements in such global organizations as ABN AMRO, AIG, AIRBUS, American Express, Bayer, Bechtel, BristolMyers Squibb, BP, Citibank, Coca-Cola, GlaxoSmithKline, Lear Corporation, NASA, NASDAQ, NOKIA, Paribas, Philip Morris, SAP, SONY, Singapore Airlines, S.W.I.F.T., Texaco, Vestel Electronics and Wärtsilä to name just a few and has become the technical standard for global project management development and training.



Business
Management
Consultants

Business Management Consultants (BMC) is a recognized provider registered with the PMI® Registered Educational Provider Programme (PMI® R.E.P.)

www.bmc-online.com

Each two day of the course will earn 16 PDUs towards meeting P.M.I. Certification Examination Entry Requirements.

Participation:

Determining Your Leadership Style

Workshop:

Determine the most Appropriate Leadership Style Project Situations

Workshop Leader

All programmes will be conducted by the following leaders or other Business Management Consultants' (BMC) Associate. BMC is a recognised provider registered with the P.M.I.® Registered Educational Provider Programme.

Colin Millward PMP® MIMIS, Principal Consultant BMC Singapore is a project manager, consultant and trainer with twenty five years in the information technology (IT) and business/financial systems field. In Asia, Europe and the United States he has provided design, integration and implementation of enterprise resource planning (ERP) and other IT systems for large, complex organizations. In the last ten years as project manager and principal consultant he has run and contributed to substantial projects for Dylan Staal Group, NPower in the UK; ADP Liberty Mutual Insurance and Federal Deposit Insurance Corporation in the US. He has also consulted for British Telecom, the UK Inland Revenue, Electricity Generating Authority of Thailand, Cathay Pacific Airways, Securicor, Abbey National Bank, the Royal Bank of Scotland and more than twenty other organizations. In addition he has held responsibility over many years for technical account management, engagement management and regional business development for major software companies Elecon and QSP. Colin holds an advanced master's certification in applied project management from Villanova University, is a PMP® (Project Management Professional) with the Project Management Institute and is a member of the Institute of Management Information Systems (IMIS) and the Asia Professional Speakers Association.

Gavin Oh PMP® is the Senior Partner and Chief Operating Officer of Business Management Consultants of the company and the Managing Director of the BMC Asia Pacific Operations. With more than 10 years of management experience with AT&T Bell Labs and Motorola, he is uniquely qualified in all aspects of business management. Gavin has successful line and project management experience with a variety of industries. At AT&T and Motorola, he leads many international development programmes as project and programme manager and involved in the development of a multimillion-dollar consortium for international development programmes. Gavin was involved with other organizations in supply chain and ERP projects and has assisted IBM in transforming their sales force towards high performance selling. Over the last two years, Gavin has provided services to 1st Silicon, Abacus, Asia Pacific Breweries, AstraZeneca, Citibank, Credit Suisse First Boston, Eli Lilly, Great Eastern Life, IBM, Infineon, Mediacorp, Pfizer, Philip Morris just to name a few.

Language Medium

English

Dates

1. Tools & Techniques for Project Management

Monday & Tuesday, 23 & 24 February 2009

Tuesday & Wednesday, 25 & 26 August 2009

2. Project Leadership for Success

Wednesday & Thursday, 25 & 26 March 2009 OR

Monday & Tuesday, 1 & 2 June 2009 OR

Tuesday & Wednesday, 22 & 23 September 2009

3. Project Management for IT/IS Projects - Tools & Techniques

Tuesday & Wednesday, 5 & 6 May 2009

4. Project Management for IT/IS Projects -The People Side

Wednesday & Thursday, 25 & 26 March 2009 OR

Monday & Tuesday, 1 & 2 June 2009 OR

Tuesday & Wednesday, 22 & 23 September 2009

(Each two-day workshop can earn 16 PDUs towards

meeting P.M.I. Certification Exam Entry requirements)

Fees for each individual workshop (2-days)

HKMA Members: HK\$4,700

Non-Members: HK\$4,950

Group Discount: \$300 each for companies which send TWO or more participants to these workshops

Lunch is provided with compliments.

Venue

HKMA Management Development Centre
1-6/F First Commercial Building, 33-35 Leighton Road,
Causeway Bay, Hong Kong

Time 9:00 am - 5:00 pm (inclusive of lunch)

Registration

Please complete the registration form and return it together with appropriate fee(s) to the Secretariat seven days before the first day of each workshop. Reservations by fax (2365 1000) are welcome. For information on the workshop, please contact Ms Christine Choy on 2774 8552 or Mr S H So on 2774 8550. For registration details, please contact Ms May Tang on 2774 8553. Successful applicants will be notified by telephone and no separate letter of acceptance will be issued. **Website:** www.hkma.org.hk/seminar



THE HONG KONG
MANAGEMENT ASSOCIATION

REGISTRATION FORM FOR WORKSHOPS ON PROJECT MANAGEMENT

To: Director General, The Hong Kong Management Association
Top Floor Unit M, Phase III, Kaiser Estate, 11 Hok Yuen St, Hung Hom, KOWLOON Tel: 2774 8552 Fax: 2365 1000

I would like to enrol in the following workshops:

- | | |
|--|---|
| 1. Tools & Techniques for Project Management
<input type="checkbox"/> 23 & 24 February 2009 AC-A6598-2009-1-FC
<input type="checkbox"/> 25 & 26 August 2009 AC-A6598-2009-2-FC | 3. Project Management for IT/IS Projects - Tools & Techniques
<input type="checkbox"/> 5 & 6 May 2009 AC-00175-2009-1-FC |
| 2. Project Leadership for Success
<input type="checkbox"/> 25 & 26 March 2009 AC-A6599-2009-1-FC
<input type="checkbox"/> 1 & 2 June 2009 AC-A6599-2009-2-FC
<input type="checkbox"/> 22 & 23 September 2009 AC-A6599-2009-3-FC | 4. Project Management for IT/IS Projects - The People Side
<input type="checkbox"/> 25 & 26 March 2009 AC-00176-2009-1-FC
<input type="checkbox"/> 1 & 2 June 2009 AC-00176-2009-2-FC
<input type="checkbox"/> 22 & 23 September 2009 AC-00176-2009-3-FC |

OINA

Enclosed is a crossed cheque for HK\$ _____ (made payable to The Hong Kong Management Association) for this function.

Cheque No. _____ Fee paid by company self

Full Name to appear in Certificate: Mr/Ms _____ HKID Card No.: _____

Position: _____ HKMA Membership No.: _____

Company: _____

Address of Company: _____

Co. Tel No.: _____ Fax No.(office): _____ E-mail: _____

Where did you FIRST learn about this programme?

Email Promotion from HKMA Direct Mail by Post HKMA Website

MTR Station Display (Please specify): _____ Exhibition (Please specify): _____

Signature: _____ Date: _____

* Please photocopy for more registration forms if necessary.

* No refund will be made after payment, but participants can arrange to have their places substituted should they be unable to attend the workshop.

* Reservations are subject to confirmation by payment in full prior to programme commencement and receipts will be issued within ten days after the payment is received.

* Personal data will be used for the purposes of market research, programme development and direct mailing.