



MANDEL TRAINING CENTRE

"Partnering you towards competitive performance"



MANAGING PROJECTS FOR RESULTS

Course Objectives

By the end of the programme, participants should be able to

- Describe what a project is and list its characteristics.
- Advance the business case for a project, using various project appraisal methods.
- Demonstrate an awareness of the desirable qualities that a project manager must possess.
- Demonstrate an awareness of the various stages of team formation and development.
- Hold effective project progress review meetings and manage conflicts effectively.
- Plan a project, estimate costs, implement it, and generally
- Manage a project and its stakeholders throughout the project life cycle.

Course Outline

Day 1 (What is a project?)

-The project life cycles.

The project manager:-

- Stakeholder management / Mapping dependencies / Managing upwards
- Ethics / Qualities of a project manager

Organizational strategy areas / Projects and processes and programs (case- Tom Bray)

Portfolio Management System

- Implementation gap / Organizational politics / Resource conflicts
- Project classification (financial, qualitative)
- Project proposals (RFP) contractor evaluation template
- Project meeting

Exercise (NPV & Matrix)

Organization

Prince 2 organization variables / PMBOK organizational variables

Organizing in functional structures / dedicated project teams / matrix arrangement / Culture

Project Definition

Project scoping / charter, Project priority matrix / trade off

WBS / OBS / Coaching / Responsibility matrix

Communication Plan / Quality Plan / Risk Plan

Configuration management

Day 2 (Planning, Scheduling and Costs)

Estimation

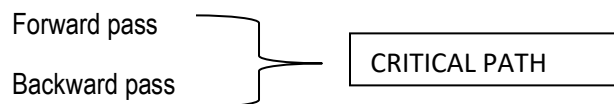
Factors that influence good estimates./ Guidelines / Top down vs Bottom up

Type of costs

Exercise 5.3 (WBS figure)

Project plans

Project network / Work package



Determining slack (float) / GANTT Chart

Laddening / Lags / Hammock activities

Exercise 6

Resource Scheduling & Costs

Type of constraints / Resource allocation / Splitting / Time phased budget

Reducing project duration without resource constraints:-

- Adding / Outsourcing / Overtime / Project team (core)

Reducing project duration when resources are a constraint:-

- Fast tracking / Critical chain / Project scope reduction / Compromise quality / Crashing

Exercise : Case international capital

Day 3 (Managing Teams and Reporting)

Managing Project Teams

Five stage : The Development Model

Recruiting Project Leaders / Concluding project meetings / Establishing a team identity

Reward systems / Group decision making / Conflict management / Virtual team / Project team pitfalls

Outsourcing

Best practices

- Well defined requirements
- Conflict management
- Frequent reviews and status updates
- Principled negotiation
 - Contract management - Fixed prize / Cost plus

Execution

Data collection / Reports / Project control process (steps) / Monitoring cost performance

Indices

- Performance index
- Project percent complete index
- Technical performances

Change control

- Scope creep
- Baseline changes

Managing stage boundaries.

Project closure

Types of project closure

Closure deliverables

Wrap up closure activities

Post implementation evaluation

Retrospectives

International Projects

Environmental considerations / Project site selection / Cross cultural

Selection and training for International projects

Case: Ghost stories.

Investment

US.65 dollars per participant per day including lunches and teas (plus certificate). If training is to be done at client's premise, a tuition fee of US45 per day is payable.

Faculty

Kizito Madzura holds a Bsc degree in Computer Science and Mathematics from the University of Zimbabwe and an MBA from the same University. He is a certified PRINCE 2 Practitioner. For the past 25 years, Kizito worked in various Information Technology capacities at Delta Corporation where he has risen to the position of Business Information Manager which he currently holds. One of the major component of his job is to manage IT projects with the recent one being the implementation of SAP across the whole organisation

CONTACT DETAILS

Contact **Innocent Nyamatore** on-

E-mail : i.nyamatore@delta.co.zw

Mobile : +263(0)772 212 091

OR

Contact **Tsitsi Mujuru** on-

E-mail : ts.mujuru@delta.co.zw

Mobile : +263(0)774 999 856

END