

PROJECT MANAGEMENT



Strategic Project Assessment Identification, Policy Analysis & Selection

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Strategic Project Assessment Identification, Policy Analysis & Selection

Course Overview:

The effective management of large, complicated, concurrent projects requires managerial skills, knowledge, and tools that extend beyond those required for the management of single projects.

At this level of project management, project and program managers interface to a much larger degree with the strategic business goals, policies, and objectives of the company, and are typically involved in strategic business and financial decisions affecting the overall success and efficiency of the organization. The processes of *Strategic Project Assessment: Identification, Policy Analysis & Selection* are critical to the successful selection and management of projects or programs undertaken to achieve the strategic goals of the organization.

This 5-day training program on *Strategic Project Assessment: Identification, Policy Analysis & Selection* will enable delegates to apply the tools and techniques of modern project and program management effectively.

Course Objectives:

By attending this course, delegates will learn how to:

- Identify appropriate investment projects based on the overall corporate strategy, strategic goals and commercial policies of the organization
- Evaluate individual projects based on technical criteria to determine their technical viability

- Understand how project programs, systems, and structures provide an integrated mechanism for the process of project selection and assessment
- Determine the most appropriate contracting approach to ensure that corporate goals are realized
- Apply the best source selection techniques for a given project or program
- Use accurate progress and cost control methods to ensure project delivery according to the contractual baseline

Target Audience:

The *Strategic Project Assessment: Identification, Policy Analysis & Selection* training program is designed for all staff members responsible for, or involved in project risk management, e.g.

- project managers and project leaders
- project planners and scheduling staff
- project risk management staff
- production and operations engineers

Course Outline:

Module 1 -Strategic Project Assessment & Selection

Description:

On Day One the course examines the corporate strategic processes and goals, and deals with the processes involved.

Key topics:

- Corporate Strategy and Organizational Projects
- Setting the Stage for Project Alignment with Strategy
- Developing a Strategic Management Plan

- The Strategic Management Process
- Environmental Analysis and Portfolio Development
 - The Aggregate Strategic Project Plan
- Objective Directed PM Process
- Project Management Definitions
 - Project Classification
 - Characteristics of a Project
 - The Project Life Cycle
 - Project Development Life Cycle
- The Project Process Model
- Knowledge Areas & Project Process Flow
- The Triple Constraint

Technical Evaluation Analysis

- Key issues in project analysis
 - Market analysis – supply and demand
 - Technical analysis – technical viability
 - Financial analysis – financial viability
 - Economic analysis – social cost-benefit
 - Environmental analysis
 - Risk analysis – levels of risk associated with the project
- Analysis of technical and engineering aspects
 - Technical viability
 - Location
 - Process, equipment, methods, procedures
 - Size – the optimal scale of operation
- Environmental analysis

- Consideration of environmental aspects
- Applicable regulations and specifications
- Due diligence

Module 2 - Project Program Structures, Systems, and Processes

Description:

On Day Two the course examines requirements for project program management within the organization as a whole.

Key topics:

- Developing Strategic Business Criteria for Project Evaluation
- Linking Business Strategy and Multiple Projects
 - Establishing Weighted Scoring Models
 - Integrated Enterprise Project Planning and Management Cycle (IPPMC)
- Program Management and Portfolio Management
- Program Management and Project Management
- Program Management in Organisational Planning
- Program Governance
- The Program Life-Cycle
 - Benefits Management
 - Stakeholder Management
 - Program Governance through Phase-Gate Reviews
- Program Management Life-Cycle Phases
 - Pre-Program Set Up
 - Program Set Up
 - Program Management and Technical Infrastructure
 - Program Close-Out
- Development of Corporate Structures for Program Management

- Integration of Functional Departments

Module 3 -Project Contract Types & Compensation Arrangements

Description:

On Day Three the course explains the three primary contracting approaches, including the various types of contracts based on these approaches.

Key topics:

- Fixed Price contracts
 - Firm fixed price
 - Fixed price with economic price adjustment
 - Unit price contracts
 - Unit price with escalation
 - Fixed price with redetermination
 - Time and material
- Cost-Plus contracts
 - Cost sharing
 - Cost reimbursement
 - Cost plus award fee
 - Cost plus fixed fee
 - Cost plus the percentage of the cost
- Incentive contracts
 - Fixed Price Incentive
 - Cost Plus Incentive

Module 4 - Sourcing and Selecting Suppliers, Consultants, and Contractors

Description:

On Day Four the course looks at the most appropriate source selection techniques for a given project or program.

Key topics:

- The Source Selection Method
 - Selection and Management Actions
 - Evaluation Criteria
 - Contractor Evaluation – Plant and Site Surveys
- Two-step Selection Process
 - Step 1 – Qualifications-Based Selection of Design Professional
 - Step 2 – Clarification of Engineering Services to be Provided
- Pre-Award Stage
 - Bid/Enquiry Planning
 - Bid Package Development
- Award Stage
 - Competitive Bids
 - Competitive Proposals and Negotiations
 - Non-Competitive Methods
 - Bid Evaluation
- Post-Award Stage
 - Contract Execution & Administration

Module 5 - Project Execution Management, Control and Reporting**Description:**

On Day Five the course explains the internationally-recognized process of Earned Value Management to control and manage project execution.

Key topics:

- Bid Documents Development

- Project Resource Table & Budget
- Project Cost Baseline Management
- Project Management Reporting
- Earned Value Control Process
- Progress Control Charts – Trend Analysis
- Schedule and Cost Variance Forecasting
 - Schedule Variance (SV)
 - Cost Variance (CV)
 - Schedule Performance Index (SPI)
 - SPI Run Chart
 - Cost Performance Index (CPI)
 - CPI Run Chart
- Estimated Cost at Completion
- Estimated Duration at Completion