

# Essential Project Management Skills for Professionals in the Built Environment

Project managers are expected to lead cross-functional project teams to deliver the projects successfully to the key stakeholders. This course introduces the essential tools and techniques of project management that can be used by the project team to effectively plan, execute and control the projects. Participants will also learn top-down and bottom-up planning approaches to refine the plan and make it realistic with the project risks proactively identified and managed to enhance the success of the project. Using these tools and methodology can help to create a common language that makes teams work seamlessly together.

**Date:** 23 & 24 July 2015

**Venue:** REDAS  
190 Clemenceau Avenue  
#07-01 Singapore Shopping Centre  
Singapore 239924

**CPD Accreditation:**

- SPM – 14 CPD points
- PEB – 8 PDU points



**Target Audience**

- ✓ Project managers, team leaders, cross-functional managers, core team members as well as those who have practiced project management for a while.
- ✓ It is intended for people who want to understand how to manage project in a more effective and efficient way.

**Course Fees (inclusive of GST)**

❑ \$888\* (\$603.84 tax savings under PIC)

\*Discounted rate for REDAS members and Non-members who register before/on 10 July 2015 or who register in groups (minimum 2 per group from the same organization).

❑ \$1,088 (\$739.84 tax savings under PIC)

**Funding**

Eligible participants may utilize the Productivity & Innovation Credit (PIC) to enjoy 400% tax deductions/allowances.

For more information, please visit <http://www.iras.gov.sg/irashome/PIcredit.aspx>.

**Highlights**

- Learn** how to plan project effectively with teams
- Organize** and support projects
- Create** interactive project team
- Manage** project risks
- Monitor** and control the project execution
- Share** your thoughts and experiences



# COURSE OUTLINE

This program is the basic building block for successful project management. It focuses on the desired behaviors established in using the tools to develop the project plan with the project team. It allows project team to participate, clarify, and communicate effectively on the details of the plan. Through development of the project plan, it allows the team to recognize and response to the risks associated with the project. The project plan also serves as the baseline for the project on which the performance of the project is measured against.

A project plan consists basically of six elements:

1. Agreeing on the SMART project objectives from stakeholders' requirements to develop the project scope;
2. Developing the Project Work Breakdown Structure (WBS) to understand all the tasks needed to deliver the project;
3. Creating the project organization so as to assign ownership and accountability;
4. Developing the realistic project schedules and milestones so that it can be communicated to the team and guide them to complete the project;
5. Aligning the resources/budget required to perform the project;
6. Managing risks.

This program also focuses on how the project plan can be used to manage and control the project execution and generate visibility on the status of the project so that proactive actions can be carried out to manage the variance to the project performance.

It is an enriching 2-day program with practical suggestions, hands-on exercises to allow immediate application of the knowledge and tools learned in the workshop.

## Principal Instructor

**Mr Gavin H.K. Oh, PMP<sup>®</sup>, Senior Partner, COO and Managing Director of GBMC Asia Pacific**



Mr Gavin Oh is the Senior Partner, COO and Managing Director of an international training and consulting firm, Global Business Management Consultants (GBMC). With more than 10 years of management experience with AT&T Bell Labs and Motorola, and 17 years of training and consulting experience, he has successful line and project management experience with various industries. Gavin has provided training and consulting services to many organizations locally and around the Asia Pacific region. He is a member of Project Management Institute (PMI<sup>®</sup>) and a certified Project Management Professional (PMP<sup>®</sup>). He is proficient in both English and Mandarin.

## Instructor



Simon Tam is the Principal Consultant and Marketing Manager of an international training and consulting company Global Business Management Consultants (GBMC) based in Hong Kong. Simon possess with more than 10 years of corporate real experience with MNC e.g. DHL, AXA, CB Richard Ellis and Royal Bank of Canada. Simon has more than 10 years of training and consulting experience in which he has successfully providing training and consulting services to many organizations in Hong Kong and Asia Pacific region such as Hong Kong Land, Sino Group, Gammon Construction, China Light and Power (CLP). He is proficient in Cantonese, English and Mandarin.

**2-Day Course on ‘Essential Project Management Skills for Professionals in the Built Environment’**

**Day 1 – Thursday, 23 July 2015**

Time	Summary Outline	Behavior Objectives
0900 – 1045	<p><b>The Project Management Method</b></p> <ul style="list-style-type: none"> <li>• Introduction</li> <li>• Unique features of a project</li> <li>• 5 basic functions of project management</li> <li>• Role of a project manager</li> <li>• Project clients &amp; stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Learn what a project-based company is</li> <li>• How to define a project</li> <li>• Learn what a project manager/team member’s job is in your company &amp; the functions defining it</li> <li>• Learn the roles &amp; responsibilities of a project</li> <li>• Define &amp; discuss the project manager’s authority</li> <li>• Discuss &amp; learn the importance of networks of alliances and the 60/40 rule</li> </ul>
1045 – 1100	~ BREAK ~	
1100 – 1230	<p><b>Participation</b></p> <ul style="list-style-type: none"> <li>• <i>The Assessment Inventory of Project Management™</i></li> </ul>	<ul style="list-style-type: none"> <li>• Participants baseline their current skills in applying the basic of project management &amp; develop areas for improvement</li> </ul>
1230 – 1330	~ LUNCH ~	
1330 – 1530	<p><b>Effective Project Planning</b></p> <ul style="list-style-type: none"> <li>• Five basic project planning elements &amp; “behaviors”</li> <li>• Defining project objectives “agreement”</li> <li>• Developing work breakdown structures (WBS) “control”</li> <li>• Project organizations, “accountability” or “ownership”</li> </ul>	<ul style="list-style-type: none"> <li>• Learn the importance of planning &amp; what constitutes a simple, basic plan and planning behaviors</li> <li>• How to create good project objectives that are SMART</li> <li>• Learn the attributes and weaknesses of MBO</li> <li>• Learn how to write statements of work &amp; task assignments</li> <li>• Learn the various ways of creating a work breakdown &amp; how the project organization is created from it</li> </ul>
1530 – 1545	~ BREAK ~	
1545 – 1630	<b>Effective Project Planning (Cont’d)</b>	“ Ditto ”
1630 – 1730	<p><b>Workshop</b></p> <ul style="list-style-type: none"> <li>• <i>Structuring &amp; organizing an actual project</i></li> </ul>	<ul style="list-style-type: none"> <li>• Participants will be given a hypothetical project which they all can associate &amp; will be asked to organize the projects in two contrasting ways (WBS).</li> <li>• Working in teams, they will then compare &amp; contrast the strengths and weaknesses of the two organizations based on control rationale.</li> </ul>

Day 2 – Friday, 24 July 2015

Time	Summary Outline	Behavior Objectives
0900 – 1045	<p><b>Scheduling and Budgeting</b></p> <ul style="list-style-type: none"> <li>Developing realistic schedules “communications”</li> <li>Differences in phasing &amp; paralleling (fast tracking)</li> <li>Using Gantt charts &amp; modern networking techniques</li> <li>Allocating &amp; balancing resources</li> <li>Establishing performance baselines &amp; budgets, “control”</li> <li>The performance baseline</li> </ul>	<ul style="list-style-type: none"> <li>Learn the different scheduling techniques &amp; when to use them</li> <li>Learn &amp; exercise how a WBS &amp; good network logic help to develop effective schedules</li> <li>Learn to determine Critical Path from ADM or PDM networks, how to analyze networks using PERT or CPM, and how to schedule slack or float to accommodate project risk</li> <li>Developing resource histograms &amp; capacity plans</li> <li>Learn how to effectively level resources using MS Project</li> <li>Understanding modern performance metrics &amp; Key Performance Indicators (KPIs); learn the importance of critical path/milestones for controlling projects.</li> <li>Learn &amp; exercise the development of a resource plan</li> <li>How to determine a performance baseline against which to measure variances (schedule and cost)</li> <li>Determine how to make a budget estimate</li> </ul>
1045 – 1100	~ BREAK ~	
1100 – 1230	<p><b>Workshop</b>  <i>Scheduling your project and developing a resource plan/trade-offs</i></p>	<ul style="list-style-type: none"> <li>Working in teams, participants develop a PDM network for the project in the previous workshop, utilizing “cards on the wall or post-it notes”.</li> <li>The WBS and network are used to create a project schedule. The teams then develop &amp; optimize a resource plan. Participants to share results &amp; assess when or if a scheduling tool, e.g. MS Project, would have been useful.</li> </ul>
1230 – 1330	~ LUNCH ~	
1330 – 1530	<p><b>Project Control Techniques</b></p> <ul style="list-style-type: none"> <li>Principles of progress monitoring</li> <li>Controlling quality, schedule &amp; budget</li> <li>Activity-based performance measurement, earned value</li> <li>Types of reports &amp; displaying progress</li> </ul>	<ul style="list-style-type: none"> <li>Learn the basic requirements of project control</li> <li>Learn techniques to control quality, schedule &amp; budget</li> <li>Using earned value metrics to control practical tasks</li> <li>Learn how to design a control system appropriate to the project</li> </ul>

	<p><b>Workshop</b></p> <ul style="list-style-type: none"> <li>Controlling a project. Forecasting completion time &amp; cost at the end of the project</li> </ul>	<ul style="list-style-type: none"> <li>Participants working in groups will use the techniques learnt to determine schedule &amp; cost variances, and to predict the extended time of completion &amp; cost at the end of the project (overrun) for a task where typical performance information is given.</li> </ul>
<p><b>1530 – 1545</b></p>	<p align="center"><b>~ BREAK ~</b></p>	
<p><b>1545 – 1630</b></p>	<p><b>Risk Management</b></p> <ul style="list-style-type: none"> <li>What do we mean by “risk”</li> <li>What is the process?</li> <li>Risk identification</li> <li>Analysis approaches</li> <li>How to handle risk</li> </ul>	<ul style="list-style-type: none"> <li>Learn what risk is; the process by which risk is determined; and how to manage (plan for and control) risk.</li> <li>Risk policies, methodology &amp; process</li> <li>Correlation of project management method &amp; risk process; Sources of risk in projects; Methods to identify risk (cause/effect, FMEA, Ishikawa diagrams)</li> <li>Qualitative vs. Quantitative risk assessment. Use of a Risk Matrix, and methods for determining project risk contingencies.</li> <li>Risk mitigation and writing of contingency plans</li> </ul>
<p><b>1630 – 1730</b></p>	<p><b>Workshop</b></p> <ul style="list-style-type: none"> <li>Develop a Risk Management approach</li> </ul>	<ul style="list-style-type: none"> <li>Participants working in groups will use the techniques learnt to perform a risk analysis &amp; mitigation on the project that they planned in earlier workshops.</li> </ul>



## Essential Project Management Skills for Professionals in the Built Environment

23 & 24 July 2015

**Billing Information**

Company

Address

Contact Person  Designation

Tel/Hp No  Email

Company Stamp

**Payment**

**\$888\* (\$603.84 tax savings under PIC)**  
 \*Discounted rate for REDAS members and Non-members who register before/on 10 July 2015 or who register in groups (minimum 2 per group from the same organization).

No. of Participant (s)

X
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**\$1,088 (\$739.84 tax savings under PIC)**  
*Course fee includes 7% GST, course materials, lunch & refreshments.*

\*Closing date: **16 July 2015**  
 \*No refunds or cancellation after the issuance of Confirmation Letter and "no shows".

Enclosed Crossed Cheque No.

Cheque should be made payable to **REDAS**  
**190 Clemenceau Avenue**  
**#07-01 Singapore Shopping Centre**  
**Singapore 239924**

**Participants Information**

	Participant 1	Participant 2	Participant 3
Name			
Designation			
Email			
Contact No.			
Any relevant to the construction industry / work experience	Yes / No	Yes / No	Yes / No