

# Managing Projects

## INTRODUCTION

- Many projects are performed by highly competent, technically effective professionals who have little project management training. They manage projects without a good knowledge of the concepts, skills, tools and techniques of project management fundamentals. Learning project management on the job is an unnecessary burden for these individuals in an already challenging position. Consequently, this course is designed to provide practical project management skills, concepts, principles, tools and techniques participants can take back to their jobs, along with insights they will need to adapt them to specific oil and gas project environments.

The purpose of the course includes:

- Master fundamental project management skills, concepts and techniques
- Link project goals and objectives to clear, compelling stakeholders needs
- Develop the Work Breakdown Structure (WBS)
- Set realistic, measurable objectives and ensure positive results
- Estimate project costs and schedules using simple, proven techniques
- Establish a dependable project control and monitoring system

## PROGRAMME OBJECTIVES

- Gain a solid understanding of project management methods
- Gain practical experience in project management techniques
- Discover valuable, flexible tools that can be used immediately to ensure the success of oil and gas project in both projectized and matrix organizations
- Provide the foundation, techniques and tools to manage each stage of the project life cycle
- Work within organizational, time and cost constraints and set goals linked directly to stakeholder needs
- Estimate project time and costs using proven techniques
- Establish an effective project control system and monitor efficiently project progress
- Use a practical, step-by-step process to manage project risks
- Utilize tried and proven project management tools and techniques to get the jobs done on time, within budget and in accordance with client's requirements

## TRAINING METHODOLOGY

- This Managing Projects training course will combine conventional teaching with a high level of participation; including an interactive approach to involving participants in discussion of topics; hands-on exercises; and encouraging participants to bring their own experiences forward for discussions and debates. Wherever possible, real examples and short case studies will be included from the oil and gas industry around the world to make the course as relevant as possible. It includes concepts definition, experiential exercises, practical examples, dialogues and discussions, video presentations and case studies.

## PROGRAMME SUMMARY

- This Managing Projects training course provides participants with an excellent knowledge of this highly specialized, process-oriented discipline. It introduces to them the foundational concepts of project management and shows them how to initiate, define, plan, execute, monitor, control and close a project. The intention is to offer participants essential steps for developing and defining goals and objectives, setting up the project plan, assigning and scheduling the work, establishing the budget, monitoring progress, and exercising control to achieve desired project results by meeting the project objectives with present levels of quality expected by the client and being responsive to clients' needs and expectation. Participants will learn project management skills through case studies, hands-on exercises and practical experiences that can immediately be applied to his/her job.

## Programme Outline

### The Project Management Context

- The Nature of Projects and Project Management
- Project/Program and Portfolio Management
- Characteristics of Oil and Gas (O&G) Projects
- From Strategic Planning to Project Management
- Management Criteria versus Engineering Criteria
- The Project Life Cycle of an Oil & Gas (O&G) Project
- Value Assurance Process (Stage & Stage Gates Process)
- Managing the Triple Constraints
- Managing the Triple C
- Managing Project Risks
- Stakeholders In Project Management
- Managing Stakeholders
- The Project Manager's Responsibilities
- The Role of Senior Management
- Steps in Managing a Project
- The "Hard" Skills of Managing a Project
- The "Soft" Skills of Managing a Project
- Project Management Maturity Level
- Typical Project Organization Structures (Projectized and Matrix)

- Roles and Responsibilities of PMT and PMC Teams in O&G projects
- The Project Management Office (PMO) Concept
- Basic Contract Types in Managing Projects

## Project Initiating, Planning and Scheduling

- The Project Charter
- Project Definition
- Stakeholder Identification
- The Imperative of Planning
- Planning Definition
- Project Planning Overview
- The Project Plan
- Developing the Mission, Vision, Goals and Objectives of the Project
- Project Goals /Objectives and Stakeholders' Needs
- Basic Project Planning Steps
- Identifying Success Criteria
- Developing the Requirements
- Scope Definition & Management
- Procurement Planning: "Make or Buy" Decision
- Defining the Work Breakdown Structure (WBS)
- The Organization Breakdown Structure (OBS)
- The Responsibility Assignment Matrix (RAM)
- Defining and Sequencing Project Activities
- Estimating Activity Resources and Durations
- Staffing Management Plan
- Scheduling the Project Work
- Estimating Costs and Determining Budgets
- The Performance Measurement Baselines (PMB)
- Communication Planning
- Quality Planning

## Risk Management Planning

- Risk Management Overview
- Definitions of Certainty, Risk and Uncertainty
- Definition of Project Risks
- The Primary Aspects of Risk Management
- Risk Management Planning Process
- Risk Identification
- Risk Issue Filtering
- Risk Assessment and Prioritization
- Qualitative Risk Analysis
- Quantitative Risk Analysis
- Risk Avoidance Plans
- Risk Contingency Plans
- Risk Tracking and Reporting Approach

- Risk Management Organization and Responsibilities
- Risk Management Plan Documentation and Risk Database
- Preparation
- The Output of Risk Management Planning

## Project Execution, Monitoring & Control

- Directing & Managing Project Execution
- Monitoring Work Performance Information
- Managing the Project Team
- Managing Stakeholder Expectation
- Project Deliverables Tracking
- Project Control Definition
- The Objectives of Project Control
- Project Control Approach
- The Earned Value Management (EVM) Concept: An Integrated Project Control Approach
- Integrated Change Control
- Quality Assurance and Quality Control (QA/QC)
- Communication and Documentation Control
- Procurement Administration
- Risk Management Control Process
- Risk Avoidance Plan Implementation
- Risk Contingency Plan Implementation
- Risk Reports and Reviews
- Risk Activities Effectiveness Evaluation
- Risk Management Plan Updates
- Risk Management Control Process
- Flow of Risk Management Planning and Control Responsibilities
- Risk Management Process Flow
- Risk Management Best Practices

## Project Closure

- Management Challenges
- Key Elements of Successful Project Closure
- Effective Project Closure
- Project Closure Objectives
- Project Closure Plan
- Contract Closure
- Administrative Closure
- Project Closure & Contract Closure Interaction
- The Punch-List Approach
- Lessons Learned
- Post-Project Evaluation
- Success Celebration