



*The International Academy of Project Management is delighted to present the
Master International Project Manager (MIPM™)
as part of its portfolio of professional designations.*

Master International Project Manager



Course Objectives

After attending this seminar, you will be able to

- Describe strategic alignment and the tools for strategic planning
- Apply organizational theory to the international work place
- Predict potential cultural issues in international projects
- Explain what should be included in a business case
- Produce a project human resource plan
- Recognize key activities and outcomes involved in recruiting and managing a project team
- Demonstrate how to apply the principles of team performance management
- Produce a project charter, stakeholder management plan, requirements document, WBS/OBS/RAM/resource histogram, activity list, network diagram, schedule, risk assessment and response plan and a PEPS analysis/project recovery action plan.
- Describe the key documents use for business finance and associated finance terms
- Explain the process of financial control for a project

Course Outline

Day One – Managing Strategic Alignment Introductions and Expectations

Strategy Overview

- Defining strategy – what is it?
- Strategic alignment definition and purpose and the consequences of misalignment
- A process for strategic alignment, from aspirations to operations
- VMOST – establishing line of sight from the vision to the day to day work
- The Dynamics of Paradigm Change, understanding the nature of the strategic challenge
- Analysis tools for developing strategies, PESTLIED and SWOT
- Generic strategies – choosing how to compete
- Gap analysis – auditing the difference between strategic intent and reality
- Portfolio modelling using the GE/McKinsey Grid
- The importance of monitoring performance and learning from experience

Organizational Theory

- Definition of organizational theory and the three processes it covers
- Factors affecting organizational structures
- The impact of strategy on organizational structure
- Effectiveness criteria for organizational models
- Flows of information, vertical and horizontal

Culture

- Definition of organizational theory and the three processes it covers
- How to describe culture in an organizational context
- Hofstede's cultural dimensions
- The impact of culture on organizational performance

Business Case Development

- The purpose of a business case and the methods employed
- Challenges for the project manager, when building a business case
- Predicting future events, today and the reliability of forecasts
- Business case rationale, how to get the message across to stakeholders
- Modelling strategic v financial attractiveness and strategic attractiveness v difficulty
- Describing the business requirements
- Financial tools, Payback, Cost-Benefit Analysis, NPV and IRR
- Dealing with non-financial benefits
- SCAR analysis, a technique for managing supporting information

Day Two – Managing International Teams Project HR Management Overview

- The main activities of project HR management
- The impact of personality on people, what Jungian theory informs us about self and others
- The IJT- Indication of Jungian Type instrument (personality type questionnaire)
- The components of personality type
- The 16 personality types
- Practical application of personality type theory

HR Planning

- A typical HR process for project management
- Using the WBS/OBS/Network to identify resources required to execute the project plan
- Tools and techniques, the resource histogram and competencies
- Using the CESAR checklist to define competencies
- Developing role descriptions from competencies
- How to create the people management plan
- The importance of the project organogram (org. chart)

Recruiting and Managing the Project Team

- Three key considerations in recruiting the project team
- Behavioural interviewing and tests, ways to increase the probability of successful hiring
- Managing group dynamics through the project
- Situational Leadership® - how to provide the right style at the right time
- Check list for the project kick off meeting
- Potential sources of conflict throughout the lifecycle
- Three contrasting views on managing conflict
- The upsides and downsides of conflict and achieving a healthy balance
- Using the Thomas Kilmann conflict mode indicator to achieve resolution

Managing Team Performance

- Definition of performance management
- Success measures for performance management, qualitative and quantitative
- General assessment methods
- Competency based assessment
- The managing by results framework (MBR)
- Using SMART performance targets
- Observation of behaviour and deduction of root causes
- Understanding the relationship between behaviour and personality traits
- The process of giving behavioural feedback and changing behaviours

Days Three and Four – Managing International Projects – Interactive Exercises

Interactive Exercises

The interactive exercises are an innovative way of developing your skills, by short and focused theory blocks intended to refresh/extend your understanding of key tools/techniques, followed by seven intensive group exercises to perform key actions during the project lifecycle, with debriefs afterwards.

The exercises are based on a single, realistic, case study so that you will be able to work in a coherent way.

The key activities over these two days are

- Initiating a project and producing the charter
- Analysing stakeholders using the saliency method
- Developing a stakeholder management plan
- Gathering the project requirements
- Progressive elaboration of scope and development of the work breakdown structure (WBS)
- Identification of human resource requirements using the organization breakdown structure (OBS)
- Converting the WBS into an activity list
- Producing the responsibility allocation matrix (RAM)
- Creating the project network, using precedence diagramming method and identifying dependencies
- Using lead and lag times to make the schedule realistic
- Critical path method and identifying float
- Techniques to compress the schedule
- Challenge #1 – analyse a major change of scope proposed for the ABC
- Using decision trees to assess expected value
- Assess the risks in a project
- Challenge #2 – produce the RAM and resource histogram for the ABC project
- Challenge #3 – deal with a project crisis – the ABC project is in trouble and you need to plan recovery actions
- Identifying 10 causes of trouble and 10 critical questions to ask
- Using the PEPS technique (People, Environment, Processes and Systems) and key questions for each category

Day Five – Managing Project Finance and Final Test Fundamentals of Finance

- Important financial definitions
- Generally accepted accounting principles
- Key financial reports, the balance sheet, the profit and loss account and the cash-flow statement
- Depreciation of assets

Financial Control for Projects

- Setting up budgets
- The importance of controlling cash-flows
- Monitoring variance, identifying trends and taking corrective action
- Forecasting future performance
- Earned value technique, how to set it up and use it effectively

Examination Preparation

- Time to study the course materials, prepare for the end of course examination and clarify any matters

Examination

- 50 questions, multiple choice (time allowed 1 hour 30 minutes)
- Open book basis
- No penalty for incorrect answers

