

Executive Certificate of Innovative Management in

Advanced Project Management

35-hour Workshop + Project Assignment

Introduction

This course is designed to cover all the body of knowledge required by the Theory of Constraints International Certification Organization (TOCICO) for the certification of Practitioners in Critical Chain Management (CCPM) Application. Upon completion of this course, participants' should have the ability to pass the TOCICO Examination and become a certified CCPM Practitioner.

What is TOC?

Theory of Constraints (TOC) is an emerging management philosophy introduced by Dr. Eliyahu M. Goldratt, the world's well-known guru in system management. TOC provides a set of holistic processes and rules, all based on a system approach that brings quick and significant improvements in performance of companies and organizations.

Why TOC?

TOC has proved success in Manufacturing, Distribution, Financial Services, Health, Defense, Government and Education industries. Dr. Goldratt's Theory of Constraints is being used by thousands of corporations, and is taught in over 200 colleges, universities and business schools. His books have sold over 4 million copies and have been translated into 23 languages.

TOC Application to Project Management

Due to the unique nature, unpredictable variation and limitation of current planning methods, project management is facing the following challenges (results of the Standards Group's recent survey):

- 75% of completed, projects are late
- Average cost overruns are 189%
- Average time overruns are 222%
- 30% are cancelled before they finished

Why are project results still so unpredictable worldwide?

The course answers this question and introduces a new project management approach which allows you to complete your project 25% faster, without scarifying scope and budget. Many company used this approach were able to increase the number of projects executed with the same resources by more than 25%.

Purpose of this Course

The purpose of this Course is to equip participants with specialized TOC solutions related to project management, enable them with knowledge and skills to implement TOC solutions and generate rapid business results.

Expected Outcomes

Upon completion of the course, participants should:

1. Have a comprehensive knowledge and skills on project management arenas of the Theory of Constraints.
2. Have competency to apply these knowledge and skills for their organizations in achieving breakthrough business results.
3. Have a capability to pass the TOCICO Practitioner Certification in Critical Chain Project Management

Contents

Part 1 Project Management Fundamentals

1. The differences between Theory of Constraints' Critical Chain (CCPM) and traditional project management methodologies
2. Identify Root Causes of Current Project Management Problems
3. Simulation Game
4. Rules and practices for project network building, scheduling and control metrics
5. Resource Contention that emerges after buffers have been inserted
6. Gaps that emerge in the Critical Chain due to insertion of feeding buffers
7. Emergence of an apparently "new" Critical Chain due to the insertion of feeding buffers
8. Defining project scope
9. Build the project network and work breakdown structure
10. Correctly identifying the drum or synchronizer
11. Traditional costing, 'crashing', and resource leveling, etc. issues
12. Case Example
13. The difference between single-project and multi-project solutions.

Part 2 TOC Thinking Processes in Project Management

1. Undesirable Effects of conventional project management
2. The core conflict in single- and multi-project environments,
3. Identify of assumptions and the core problem
4. Create the necessary injections:
5. The 4 breakthrough technology questions from Necessary and Sufficient,
6. Build the logical connections from the proposed injections to appropriate predicted effects
7. Challenges to staggering projects' release
8. Identify and communicate obstacles as well as derive intermediate objectives
9. The use of the three primary components of CCPM (staggering, buffering and buffer management)
10. Develop IO maps and PRTs
11. Metrics needed to monitor project status and ensure required control including:
 - Establishing buffers and buffer management reporting system
 - Distinguish between buffer management and buffer watching
 - Exercise

Part 3 Project Management and the logistical solutions

1. Project Management and POOGI
2. Use of measures to align all levels of the organization with long term corporate goals
3. Project Selection
4. Portfolio Management
5. Simulation game
6. Reporting and metrics required to create a portfolio management decision making model
7. The roles and information needs of the portfolio (pipeline) manager, master scheduler, and project vs. resource vs. task managers
8. Project management in construction, engineer-to-order manufacturing, software development, high tech new product development, pharmaceutical product development, MRO, consulting projects
9. Project Execution and Control
10. Better Control of Project Costs
11. Case Examples with Video Show

Who Should Attend

- Senior Managers who handles many projects
- Project Managers, Resources Managers, Project Planning Manager,
- Contract Managers of Large Engineering Projects
- Individuals who want to made project management as their career

Organizers:



Facilitators:

Ir. Dr. YK Chan EngD, DMgt, RE, FHKIE, RLS, RSSMBB, Certified TOC Practitioner

Teaching Methodology

Interactive lectures, group discussions, exercises, simulation games, case studies, videos, etc.

Time and Venue

Time: Please visit our website/backward pages for details of other schedules Written

Project Examination: To be Arranged Individually

Venue: Unit 1627 Star House, Middle Block, 3 Salisbury Road, Kowloon

Language

Cantonese/English with English Handouts

Examinations and Certificates

Participants who complete this programme and submit one individual project assignment will receive a certificate jointly granted by SSI and the Global Institute of Management (Executive Certificate of Innovative Management in Advanced Project Management).

Arrangement will then be made to facilitate participants to join the TOCICO's Critical Chain Project Management Practitioner Certification Examination.

Implementation Coaching Service

Participants who are nominated by their company and tasked with TOC implementation in their organization, coaching service is available by our internationally well-known TOC experts for their successful TOC implementation. The name list of such renowned experts is available upon request. They can consider employing them as external consultants for further services such as identifying business improvement opportunities, finding out root causes, formulating solutions and successful execution.

Fee

Please contact us about course fee and DISCOUNT details.

Enquiry

Mr. Sebastian Chan Tel: 2581 2771 email: schan@gim.org.hk

Organizers: The Six Sigma Institute, The Global Institute of Management

Application Form 申請表格

Course code 課程編號 (refer to the course pamphlet 請參照課程單張填寫): _____

Personal Information 個人資料

Chinese Name 中文姓名 先生/小姐/太太/女士: _____

English Name 英文姓名 (Mr./Miss/Mrs./Ms.): [Surname 姓氏] _____ [First Name 名字] _____

HKID Card/Passport No. 香港身份證/護照號碼: _____ Issuing Country (if any) 簽發國家(如有): _____

Company Name 公司名稱: _____

Business Nature of the Company 公司業務性質: _____ Department 部門: _____

Position 職位: _____ Job Nature 工作性質: _____

Mobile No. 手提電話: _____ Office Tel. 辦事處電話: _____ Home Tel. 住宅電話: _____

E-mail Address 電子郵箱: _____ Fax 傳真: _____

Correspondence Address 通訊地址: _____

Company Address 公司地址: _____

Age 年齡: 18-25 26-35 36-45 45-55 55+

Highest Achieved Education Level 最高教育程度:

Secondary 中學 Post-Secondary 專上 University 大學 Postgraduate or above 研究院或以上 Others 其他 _____

How do you know about SSI course information? 您如何得悉本學會課程資料?

Facebook Yahoo 雅虎 Google 谷歌 JobsDB E-mail 電子郵件 Friend Recommendation 朋友介紹

Seminar 講座 Others 其他 _____

I object to the proposed use of my personal data including, without limitation, name, age, gender, phone number, fax number, job title, academic and professional qualification, correspondence address and email address ("Personal Data") for the purpose of sending me information relating to SSI's latest developments, job matching support services, training courses and related events, and other marketing activities as may be organized by SSI. 本人反對六式碼學會使用本人的個人資料包括但不限於姓名、年齡、性別、電話號碼、傳真號碼、職位、學術及專業資格、通訊地址及電郵地址("個人資料")於推介本會最新發展、就業支援服務、培訓課程及相關的活動及其他由本會的推廣活動的用途。

Course Fee Payment(for specific programmes) 繳付學費 (特定課程)

For those who would like to get 10% off early bird rate, course fees should be settled 4 weeks before the course commencement date. 如欲享用 9 折提早報名優惠, 所有費用須於開課前 4 個星期繳付。

General students are required to settle course fees 2 weeks before the course commencement date. 一般學員必須於開課前 2 個星期繳付所有費用。

15% off discount for group enrollment of 3 or above from the same company. 3 位或以上來自同一所機構之團體報名可享有 85 折優惠。

Fail to settle payment before deadline results in cancellation of application or suspension from taking subsequent courses. 未能如期付款者的申請將不獲保留或導致申請者被取消上課資格。

Method of payment 繳費方法

ATM 自動櫃員機 (Please use Bill Payment service at HSBC / Hang Seng Bank ATMs to settle the bill and keep the original of the ATM advice for record. 請使用滙豐或恒生銀行自動櫃員機的繳賬服務繳費, 並保存自動櫃員機通知書正本以作紀錄。HSBC Account Name and No.: Six Sigma Institute Limited 004-126-848001-001. 滙豐銀行帳戶名稱及帳號: 六式碼學會有限公司 004-126-848001-001。)

E-Banking 網上銀行 (For e-banking registered user of HSBC / Hang Seng Bank, you may make payment in HKD currency at the bank website without additional charges. 如閣下已登記滙豐或恒生銀行的網上理財服務, 可透過銀行網站以港元繳費而不會被收取額外服務費。)

Credit Card Online Payment 信用卡網上繳費 (Please settle the payment by using merchant code '9983' and fill in Your 8-digit contact phone no. in the blank of "Bill Account No.". 請以商戶編號「9983」繳費並於帳單號碼欄填寫閣下 8 位數字的電話號碼。)

PPS By Internet 網上繳費 (Login your PPS account through website: www.ppsk.com and enter '9983' at 'Search by Merchant Code' in 'Add Bill' page and settle the payment by following the instructions. Please keep the payment details for record. 請於繳費網頁 www.ppsk.com 登入, 在「登記賬單」頁的「以商戶編號搜尋」欄輸入「9983」, 然後按指示完成付款程序。請保存繳費資料以作紀錄。)

PPS By Phone 電話繳費 (Please open a PPS account and register the bill by calling 18011 if you have not. Dial 18031 to pay the bill and enter '9983' as merchant code. Please keep the payment reference number for record. 請先開立繳費賬戶及致電 18011 登記此賬單。致電 18033 繳付賬單並輸入商戶編號「9983」, 請保存付款編號以作紀錄。)

Cheque No. 支票號碼: _____ (Please send a crossed cheque which is made payable to 'Six Sigma Institute Limited' to Unit1627, 16/F, Star House, No.3 Salisbury Road, Tsim Sha Tsui Kowloon, Hong Kong. Please write the applicant's name and course code on the back of the cheque. Post-dated cheque will not be accepted. 請把抬頭人為「六式碼學會有限公司」的劃線支票寄往香港九龍尖沙咀梳士巴利道 3 號星光行 16 樓 1627 室, 恕不接受期票, 請於支票背面註明申請人姓名及課程編號。)

Declaration 聲明

- I declare that all information provided in this application and the attached documents are, to the best of my knowledge, accurate and complete. 本人聲明在此申請表格及隨附文件所載的資料, 依本人所知均屬完整真確。
- I consent that if admitted, I will comply with all the Rules and Regulations stipulated by the Six Sigma Institute 本人同意如所報讀課程獲取錄, 本人定當遵守六式碼學會所定的規則及章程。
- I have read the IMPORTANT NOTE in this application form and understood that the details of enrolment are subject to revisions in the course pamphlets and the latest changes in SSI website. 本人已細閱申請表格內的重要通知, 並明白所有報名詳情均以本會課程單張及網頁的最新修訂為依歸。
- I understand that Personal Data collected will be used for processing application for admission, registration, academic, administrative, research and statistical purposes and will also be used for marketing purposes, specifically for the purpose of sending you information relating to SSI's latest developments, job matching support services, events and training courses. Personal Data will be treated in strict confidence. Unless otherwise agreed by me, Personal Data will not be transferred to any third parties. 本人明白所收集的個人資料將會作入學申請、登記、學術、行政、研究、統計及市場分析及用於推介本會最新發展、就業支援服務、活動和培訓課程的用途。個人資料會嚴格保密處理, 除非獲得本人的同意, 個人資料不會轉移予第三者。

Signature 簽名: _____

Date 日期: _____

Registration Service 註冊服務

The SSI provides registration service for those who have successfully completed relevant training programs. For more details, please refer to related program pamphlets or contact us. 本會為成功完成相關培訓課程的學員提供註冊專業資格服務，請參閱相關課程單張或向我們查詢詳情。

IMPORTANT NOTE 重要通知

1. Receipt of this application form by SSI constitutes an official booking. SSI reserves the right to reject any application in any circumstances and for whatever reasons. Payment of fees should only be construed as conditional acceptance of application. 本會收到已填妥的申請表後會為申請人保留學位。本會保留在任何情況下及以任何原因拒絕任何入學申請的權利。申請者繳付學費後，仍須符合所有入學條件，其申請方可獲得接納。
2. Refund Policy for course fees paid 已繳費用的退還情況:
 - > Notice of more than 1-week prior course starts - Refund 80% 於開課前 1 個星期或以上通知退學 – 可退還 80%
 - > Notice of less than 1 week before course starts - Refund 70% 少於開課前 1 個星期通知退學 – 可退還 70%
 - > Once course has begun - NO REFUND 開課後通知退學 – 不獲退還
3. All SSI students enjoy the special privileges of buddies of Six Sigma Community. 所有本會學員可享有與六式碼社區之友同等優待。
4. The course fees for specific programmes include two examination opportunities, fees will be charged for joining extra examinations. Please contact us for the details. 本會**特定課程之費用已包括兩次考試機會**，額外考試機會需另行收費。請向本會查詢有關詳情。
5. Six Sigma Institute reserves the right to revise the subject without prior notice. Please see our website for the latest changes. 本會保留在無需事前通知的情況下對課程作出任何變動的權利。請留意本會網頁的最新情況。
6. If No. 8 Typhoon / Black Rainstorm warning signal is lowered 當八號颱風或黑雨警告在以下時段除下：

at or before 07:00 早上七時前	all morning sessions will be conducted as scheduled. 所有早上課堂會如常進行。
between 07:00 and 11:00 早上七時至十一時期間	all morning sessions will be cancelled, but all afternoon sessions will be conducted as scheduled. 所有早上課堂將會取消，但所有下午課堂會如常進行。
between 11:00 and 16:00 早上十一時至下午四時期間	all afternoon sessions will be cancelled, but all evening sessions will be conducted as scheduled. 所有下午課堂將會取消，但所有夜間課堂會如常進行。
after 16:00 下午四時後	all evening sessions commencing from 18:00 onwards will be cancelled automatically. 所有下午六時後進行的夜間課堂將會取消。

Participants will be notified when the class will be made up as soon as possible. 本會將盡早通知學員補課的日期及時間。
7. Personal Data Collection Statement 個人資料收集聲明
The personal data provided on this application form is used by SSI for purposes related to the processing of enrolment and course administration. Under the provisions of the Personal Data (Privacy) Ordinance, applicants have rights to request access to and make correction of their personal data. 申請人於此表格提供的個人資料，本會只會用作處理報名及課程行政的有關事宜。根據個人資料(私隱)條例，申請人有權查詢及更改其個人資料。