

## 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

#### **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 1234 Star House, East 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. Wood Cheung    Tel: 2581 2771    email: info@ssi.org.hk

### **Organizers:**

**The Six Sigma Institute,**

**The Global Institute of Management**