

TOTAL SYSTEMS EDUCATION, LTD.

TSE002

ADVANCED TOPICS IN PROJECT MANAGEMENT (Project Risk Management, Negotiations and Procurement - Vendor Management)



Course Description

Whether managing one or many projects, our goal is to reach successful completion, frequently while still performing daily responsibilities. This workshop is for anyone who has completed our Project Planning and Control (The Foundations of Project Management) and seeks a more detailed and systematic approach to the advanced techniques of project negotiations, Project Risk Management, Procuring products and services, and possibly managing vendors in single and multiple project environments.

The methods and tools for negotiating with project team members, support groups, client, management, outside vendors and interfacing projects are covered in this course. The process and techniques for successful threat assessment and Risk Management are also practiced.

Upon completion, participants involved with PMI® and the Project Management Institute's Project Management Professional (PMP) program, are awarded 14 PDUs or "Contact Hours". Our PMI REP Code is 1270.

Upon completion of this course, each participant will be able to:

- ◆ Identify and evaluate various strategy options early in the project and assess their impact on risk, negotiation and vendor/subcontractor procurement.
- ◆ Understand and execute the six steps of Project Risk Management.
- ◆ Negotiate with internal Support Groups, Cross Functional Resource Managers and Team Members, for assistance creating project deliverables.
- ◆ Negotiate with Vendors and Subcontractors to ensure the required work is Contracted and Completed, and project deliverables are created on schedule and meet quality standards.
- ◆ Implement various tactics to increase the probability of a successful negotiation.
- ◆ Understand and employ the steps of Project Procurement Management.
- ◆ Understand the different risks with different contract features and to select the one that will best protect the corporation.
- ◆ Be able to monitor and evaluate a vendor's progress and quality during the execution of a contract.

Instructional methods for this *two*-day course are lecture, discussion, exercises and case study workshops. Session also includes participant discussion and feedback of on-going single and multiple project situations.



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Course Outline

I. Introduction and Course Objectives

II. Best Practices in Project Management

- A. Project Management Maturity
- B. PMI's Project Management Processes
- C. Life Cycle(s)
- D. The "Total Systems" Pentagon

III. Project Risk Management

- A. Definition of Risk
- B. The Six Steps in Risk Management
- C. Risk Categories
- D. Project Risk
- E. Product Risk

IV. Risk Management Planning

- A. Objectives to Planning
- B. Risk Plan Outline
- C. Risk Impact Scales
- D. Risk Breakdown Structure (RBS)

V. Risk Identification

- A. Definition
- B. Where Risks may be lurking
- C. Data Gathering Methods
 - 1. SWOT
 - 2. Benchmarking
 - 3. Delphi
 - 4. Brainstorming
- D. Risk Impact Scales
- E. Risk Breakdown Structure (RBS)
- F. Diagramming Techniques
 - 1. Cause and Effect
 - 2. System or Process Flow Charts
- G. Risk Register



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VI. Qualitative Risk Analysis

- A. Definition of Qualitative Risk Analysis
- B. Estimated Monetary Value (EMV)
- C. Probability and Impact Matrix
- D. Types of Ordinal Rating Systems
- E. Graphic Analysis Systems
- F. Determining Priority
- G. Risk Register Updates

VII. Quantitative Risk Analysis

- A. Definition and Objectives
- B. Decision Tree Analysis
- C. Probability Distributions
- D. PERT (Program Evaluation and Review Technique)
- E. Monte Carlo Technique
- F. Sensitivity Analysis
- G. Probability Rules

VIII. Risk Response Planning

- A. Definitions and Objectives
- B. Strategies for dealing with Risk (or not)
 - 1. Avoidance
 - 2. Transfer
 - 3. Mitigate
 - 4. Acceptance – Passive
 - 5. Acceptance Active
 - 6. Contingency Plan
 - 7. Work around
- C. Secondary Risks
- D. Residual Risks
- E. Risk Register's Contents



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IX. Risk Monitoring and Control

- A. Definition and Objectives
- B. Risk Trigger Measurement
- C. Job Aids

X. Negotiations

- A. Definition
- B. The 5 Steps to successful Negotiation

XI. Research

- A. Research Our Arena
- B. Get the Details
- C. Research Their Arena
- D. Get the details

XII. The Set-up

- A. Agenda
- B. Location/Room Layout
- C. Starting the negotiation
- D. Tactics
- E. Positional Bargaining
- F. Tactics for dealing with stalled discussions

XIII. The Close

- A. Ask yourself
 1. Meet the BATNA?
 2. Can we fulfill our side?
 3. Can they fulfill their side?
- B. Write everything down

XIV. Project Procurement Management

- A. Definition and Objectives
- B. Contract definition
- C. Six Processes to Procurement Management



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XV. Plan Purchases and Acquisitions

- A. Definition and Objectives
- B. Factors to consider

XVI. Plan Contracting

- A. Definition and Objectives
- B. The Evaluation Criteria for Seller Selection

XVII. Request Seller Responses

- A. Definition and Objectives
- B. Process to get proposals

XVIII. Select Sellers

- A. Definition and Objectives
- B. Selection Criteria

XIX. Contract Administration

- A. Definition and Objectives
- B. The process
- C. Contract change control systems
- D. Buyer conducted performance reviews
- E. Inspections and Audits
- F. Performance reporting
- G. Payment System
- H. Claims administration process
- I. Records management system

XX. Contract Closure

- A. Definition and Objectives
- B. Contract file
- C. Closed contract
- D. History
- E. Deliverable acceptance
- F. Lessons learned

XXI. Conclusion

- A. Review Major Topics/Issues
- B. Participants Critique Class