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**وزارة الأشغال**  
**Ministry of Works**

**Kingdom of Bahrain**  
**Ministry of Works**

# **Project Management System**

**Training Curriculum**

**REFERENCE: PMO-WI-018**

**REVISION: 1**

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## DOCUMENT CONTROL

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| 18-Mar-10 | 1    |         | Saliha Ismail (PMO)     | Amended Training Curriculum for Project Administrator |
|           |      |         |                         |   |

| Reviewed by   | Role | Date        |
|---|------|-------------|
| Terry Gostling, Hammad Khaliq Abdul Khaliq, Ahmad Yasni Yahya | PMO  | April, 2010 |
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| Approved by | Date            | Signature |
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## 1.0 PURPOSE

The Project Management Training Curriculum is tailored to the PM Career Path and the PM Competency Framework. The curriculum includes the training required to progress from one level to another as designated in the PM Career Path and the PM Competency Framework documents.

The Project Management Training Curriculum includes the title of the proposed course as well as a short paragraph describing the course content. These courses are recommendations for progression in the project management role within the Ministry of Works.

Detailed course outlines are out of scope of the curriculum.

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## 2.0 Project Management Training Curriculum

### *a. Project Administrator Role*

#### **Required for role:**

##### **Managing Today's Projects - Fundamentals of Project Management Course (3 days)**

This workshop is the cornerstone of project management competence building - a proven discipline that helps participants achieve their organization's goals with maximum efficiency. Participants learn a ten-step model for Project Initiation, Planning, Execution and Control, and Closeout that provides practical techniques for successfully completing projects within time, scope and budget constraints.

##### **Building and Sustaining Project Teams (2 days)**

This workshop isolates the core skills project team members need to succeed in this challenging environment. Participants will clarify team and project goals, roles, and norms, understand the typical development stages of a project team and their impact on group dynamics, enhance communication effectiveness within the project team and between the core team and project stakeholder groups, anticipate probable conflicts and respond with a range of strategies, acquire insight, skills, and techniques to deal with the challenges posed by the cross-functional, distributed, virtual, and cross-cultural nature of most project teams

##### **Improving Communication (1 day)**

Communication is more than talking and listening. Genuine communication requires a deep understanding of another person's perspective. This program shows participants how to read other people and see how others interpret their behaviors. It leaves them with an appreciation for the needs of their co-workers. Ultimately, the program helps participants adapt their communication styles in a way that creates an enduring working alliance among group members.

#### **For progression to Project Manager Level 1:**

##### **Leadership and Coaching Skills - Recognizing and Removing Barriers to Performance (1 day)**

Effective managers can read people. Participants will discuss different levels of motivation, different work styles and different fears and concerns that create barriers to performance. Participants will learn how to adjust their management approach to the employee's style and needs of the situation and will practice coaching the employee to improve performance.

##### **Managing Project Expectations (1 day)**

Most publications define Project Management as 'Getting a unique undertaking done, within established and agreed on constraints, in a manner that 'meets or exceeds customer expectations'. This workshop is designed to examine the major factors that influence

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expectations about a project performance and how the project manager can manage those expectations with stakeholders, clients and the project team.

### **Critical Thinking, Problem Solving, and Decision-Making (2 days)**

Effective decision makers are those rare individuals who are able to consistently identify and choose the best option among multiple alternatives. In this course, participants will discuss quality control in decision-making, bias and assumptions in problem analysis, analytical techniques for comparing alternative solutions, problem analysis best practices, formulate creative solutions, and review analytical decision analysis techniques such as sequencing, sorting, time lines, and matrixes.

### **Managing Project Time (2 days)**

The goal of project time management is the completion of the project on or before a specific date. This workshop provides participants with a clear six-step process for managing project time: Activity Definition, Activity Sequencing, Activity Resource Estimating, Activity Duration Estimating, Schedule Development, Schedule Control.

### **Managing Project Procurement (1 day)**

This workshop is designed to provide an overall understanding of contracting and procurement management from the point of view of the buyer. It begins with defining a 'make or buy' strategy followed by identifying which products and services should be bought. Participants learn a model comprised of six procurement management processes: Procurement planning (including selecting an appropriate contract type), Solicitation planning, Solicitation, Source selection, Contract administration, Contract close-out.

## ***b. Project Manager Level 1***

### **Required for Role:**

All required courses for Project Administrator roles including progression requirements.

### **For progression to Project Manager Level 2:**

#### **Managing Project Risk (2 days)**

Every project encounters unplanned events and as a result, suffers some negative impact. To a large extent, this negative impact and even the events themselves can be controlled and managed through proactive risk management. This course equips participants with a structured process to identify, analyze, manage, monitor, control and respond to risk, as well as with quantitative, analytical, practical tools that inform risk management planning.

#### **Managing Project Quality (2 days)**

This workshop provides participants with an in-depth view of what it means to implement quality management within the project management process. The various quality management processes are presented within the framework of the project life cycle. Issues surrounding quality, such as the cost of quality, are examined, and steps and techniques are presented for each of the following processes, quality planning, perform quality assurance, perform quality control.

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### **Managing Project Time (2 days)**

The goal of project time management is the completion of the project on or before a specific date. Participants will learn a clear six-step process for managing project time and discuss topics such as how to define, structure, organize and sequence the project work. Activity resource and duration estimating as well as schedule development and control are covered in this course.

### **Managing Project Communications (2 days)**

The goal of project communications management is the accurate and timely collection, dissemination and storage of information. It is critical that all people in the project communicate in the same project "language". This workshop provides participants with a clear four-step process for managing project communications: Communications Planning, Information Distribution, Performance Reporting, and Managing Stakeholders.

### **Managing Conflict and Resistance (1 day)**

This course provides participants with a simple, direct way to understand the different fears that drive much of the conflict and resistance they see. Participants learn their style of handling conflict and understand how that style might differ from their colleagues' methods. They also take time to recognize how quickly employees' fears can disengage them from a team or project. Participants learn how and why different people become threatened and discover skills for relating more effectively with people of all styles.

## ***c. Project Manager Level 2***

### **Required for Role:**

All required courses for Administrator and Project Manager Level 1 including progression requirements.

### **For progression to Project Manager Level 3:**

#### **Managing Project Scope (2 days)**

The purpose of Project Scope Management is the definition and control of what work is necessary for the success of the project, and what work is not. Participants will discuss the difference between project scope and product scope, as well as learn about Scope Planning, Scope Definition, Work Breakdown Structure, Scope Verification and Scope Control.

#### **Managing Project Human Resources (2 days)**

The purpose of project human resource management is the effective use of all project stakeholders in achieving the ends of the project. While people skills such as leadership, team building and motivation are applicable to both project management and an operational context, there are issues that are unique to the project environment. This workshop provides participants with a four step process for human resources management that includes human resource planning, as well as acquiring, developing and managing the project team.

#### **Project Cost Management (2 days)**

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The purpose of project cost management is the completion of the project within budget constraints. While cost of resources is the main focus, a broader, life-cycle costing view is examined. Discussion includes how stakeholders measure project costs. This workshop provides participants with a clear three-step process for managing costs: cost estimating, budgeting and control.

#### **Managing Project Integration (2 days)**

This workshop is designed to provide in depth knowledge and skills to ensure that various elements of a project are properly coordinated, executed and controlled. Participants will be able to define, understand and explain major processes such as project plan development, project plan execution and integrated change control.

#### **Influence without Authority (1 day)**

In the matrix and cross-functional environment, project managers and team members often face the challenge of gaining the commitment and cooperation of individuals outside their sphere of organizational authority. Participants will assess influence situations and apply appropriate strategies to achieve success, employ strategies to influence others in a virtual organization, create negotiation and communication plans, identify their preferred style of influencing others and determine the effectiveness of that style.

### ***d. Project Manager Level 3***

#### **Required for Role:**

All required courses for Project Administrator and Project Manager Level 1 and Level 2 Roles including progression requirements.

#### **For progression to Program Manager:**

##### **Project Portfolio Management (2 days)**

Project Portfolio Management ("PPM") is a framework that connects strategy and projects with bi-directional communications and management. Participants will learn how to: define project portfolio management and its benefits, understand the link between strategic planning and project execution, develop a PPM process using the primary components of the PPM model, including screening, submission, prioritizing, registration, and activating, define and understand capacity management and its applicability to the entire PPM process, understand the role and responsibilities of the portfolio manager, and use balanced score card and bubble charts.

##### **Program Management (2 days)**

This course covers the systematic management of projects through programs to achieve business strategy and deliver business benefits, both financial and non-financial. Participants will take an organizational view proceeding through the program life-cycle, processes and the techniques. Program management is placed in the context of governance, strategy, portfolios and PMO's. The seminar touches on stakeholder management, program maturity and competencies and covers both the top-down and bottom-up approaches to program management.



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### **Advanced Leadership Techniques (2 days)**

Participants in this session will learn change management processes and principles, employee development strategies with a focus on coaching, mentoring and group facilitation techniques. Participants will be able to further develop their abilities to manage complex organizational change projects and learn how to create ownership and pride in performance improvements using a balanced scorecard approach.

#### ***e. Program Manager***

### **Required for Role:**

All required courses for Project Administrator and Project Manager Level 1, Level 2 and Level 3 Roles including progression requirements.

### **For ongoing development:**

#### **Strategic Leadership (2 days)**

Participants in this session will focus on the integration of leadership practice with strategic activity and supporting systems. Using a strategic leadership framework to guide the organizational service improvement or change process, the course involves integrating new leadership knowledge, strategizing approaches, consideration of process factors and the application of specific practical tools and skills to enhance a program manager's leadership capacity.

#### **Organizational Behavior for Program Managers (2 days)**

This course examines human behavior in organizations at the individual, interpersonal and group levels. The interplay of human, technological, and structural factors in organizations is examined. Important issues considered also involve motivation theories, communication, and group decision theories for managerial applications. The course looks at how program managers can design jobs and organizational structures and techniques to be used for evaluating and rewarding performance.

#### **Organizational Project Management Maturity (2 days)**

Participants in this session will explore how multiple projects are typically managed and what processes and tools usually exist at each of the five project management maturity levels. Participants will also learn how to assess a department or organization's maturity level, obstacles that prevent attaining high maturity levels, and how executives can promote project management.

#### **Building Productive Stakeholder Relationships (1 day)**

This course teaches program managers how to classify stakeholders as primary, strategic, and operational sponsors and how to determine stakeholders' needs and expectations. It covers how to create a formal stakeholder communication plan, how to resolve conflict with stakeholders, and what steps are commonly used to control change with stakeholders. Finally, it teaches questions to ask stakeholders to learn their definition of quality and guidelines for discussing costs of quality with stakeholders.