



**PMI**

Kingdom of Saudi Arabia Chapter

المملكة العربية السعودية

# ACADEMY CATALOGUE

## Programs & Courses

Engineering  
the Future



Version 3.0



ITQAN  
Training Center  
مركز إقن للتدريب



# LEARN, JOIN, ENROLL IN PROGRAMS OR COURSES OFFERED BY PMI-KSA ACADEMY

Academy catalogue programs and courses are registered by PMI-KSA with TVTC under license number ( ).  
Major courses are registered by ADVISORS with PMI for pre-approved professional development units (PDUs) as per each course significant number under PMI-REP #4334.  
ITQAN courses are registered with TVTC #00287205041812.  
All reference to PMI-KSA Academy programs and courses are in strict compliance to the respected proprietary registrations.

# Message from Chapter President

Welcome to the PMI Kingdom of Saudi Arabia Chapter Academy.

I am delighted to announce that as of March 22nd, 2017, the PMI-KSA Chapter in collaboration with ADVISORS and ITQAN Announces with great enthusiasm the launch of PMI-KSA Academy

PMI-KSA courses follow the Project Management Institute (PMI), Talent Triangle and are categorized as Technical, Leadership, Business and Strategic Management. In addition to Engineering Project Management, PMO, Quality and Other focuses.

PMI-KSA Academy courses and programs are listed in this brochure with detailed descriptions.

PMI-KSA mission is to continue to spread the Project management knowledge and support our members to contribute efficiently to the Kingdoms' National 2030 Vision.

**NABILAH M. AL-TUNISI**

**PMI-KSA President**



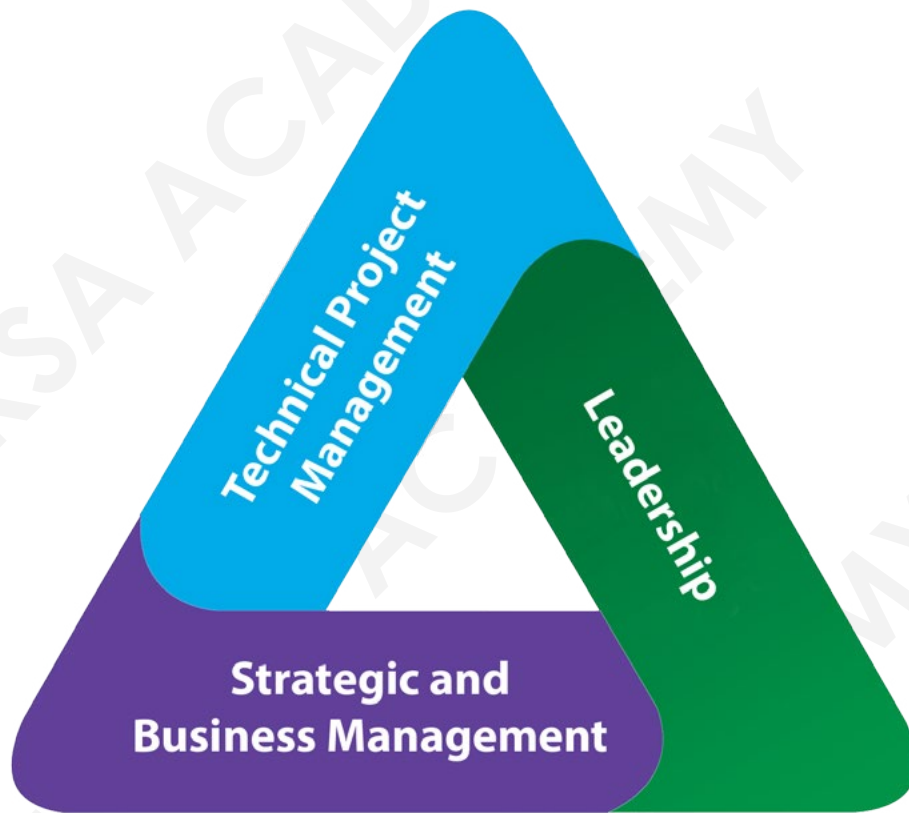
# Index

Message from Chapter President .....	3
Index .....	4
PMI Talent Triangle .....	6
<b>PMI-KSA ACADEMY PROGRAMS .....</b>	<b>7</b>
13 Career Programs .....	8
PMO Manager Program .....	9
Project Engineer Program .....	13
Quality Engineer Program .....	16
<b>PMI-KSA ACADEMY COURSES .....</b>	<b>19</b>
List of Courses .....	20
Applied Project Management .....	23
Business Analysis: A project Perspective .....	24
Business Process Improvement (BPI) .....	26
Competency and Talent Management .....	27
Contracts Management and Planning .....	28
Cost Estimating, Budgeting & Controlling .....	30
Effective Project Controls for Engineering and Construction Projects .....	32
Emotional Intelligence in Projects and Programs .....	34
EPC Life Cycle Management .....	35
FIDIC Conditions of Contract & Claims and Dispute Resolution .....	36
Health and Safety Management .....	37
High Impact Presentation Skills .....	38
High-Impact Writing Skills .....	39
How to Establish a Successful PMO .....	40
Innovation Management .....	41
Knowledge Management .....	42
Leadership and Team Management .....	43
Lean Six Sigma Green Belt .....	44
Managing Quality in Projects .....	45
Managing Successful Programs .....	47
Maturity Assessment and Business Process Management .....	48
Measuring Return on Investment for Training & Development .....	49
Measuring Return on Investments for Projects .....	50
Negotiation Skills for Project Managers .....	51
Optimization and Forecasting .....	52
PMIS KPIs and Dashboards .....	53
Portfolio Tools & Techniques: Financial Management and Decision Support: Qualitative & Quantitative Methods ....	54
Program Management for Seniors .....	55
Program Management Professional (PgMP®) Exam Preparation Course .....	56
Project Management Professional (PMP®) Exam Preparation Course .....	57
Project Scheduling using Primavera P6 .....	58
Project Risk Management .....	59
Project Site Management (supervision, inspection, MOC) .....	60

Quality Management Systems .....	61
Quality Planning & Statistical Process Control .....	62
Rapid Assessment and Recovery of Troubled Projects .....	63
Reliability Engineer .....	64
Research Techniques .....	66
Selecting and Managing Profitable Projects .....	68
Stakeholder Management and Communication Skills .....	69
Statistical Foundations for Quality Management .....	70
Supply Chain Management .....	71
Technical Writing and Documentation Management .....	73
The Integrated Life Cycle Management Framework .....	74
Total Quality Management (TQM).....	75
Transformational Change Management .....	76
Writing Winning Proposals .....	77
 Brief about PMI-KSA Academy, ADVISORS & ITQAN .....	 78

# PMI Talent Triangle

---



PMI-KSA courses follow the Project Management Institute (PMI), Talent Triangle and are categorized as Technical, Leadership, Business and Strategic Management. In addition to Engineering Project Management, PMO, Quality and Other focuses.

# PMI-KSA Academy Programs

PMI-KSA Academy provides career development programs that offer a myriad of knowledge and skills to cater for both entry-level and experienced staff with multiple career paths that serve the organizational needs with respect to the project-driven discipline.

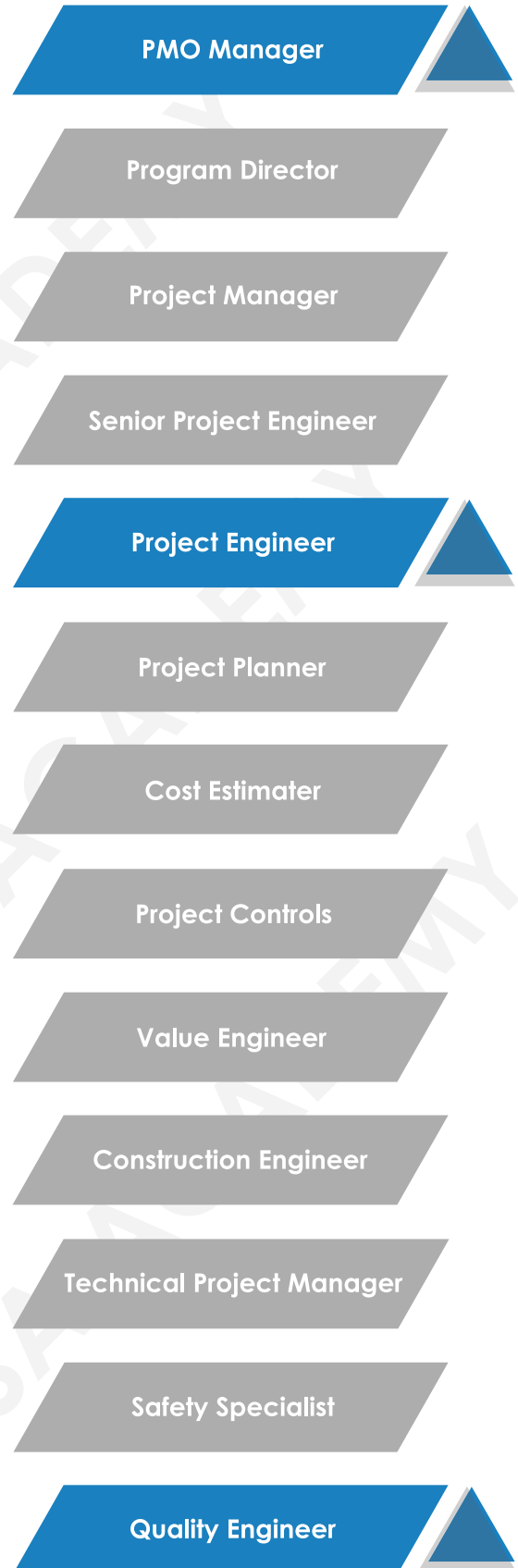
The programs are developed by experienced practitioners and thought leaders. Each program is designed to cover multiple dimensions, and is based on the practical needs of the market. The courses within each program enable the participant to elevate his knowledge in a pedagogical manner.

PMI-KSA Academy plans to launch over ten programs; the following three are offered, Project Engineer, Project Quality Engineer and PMO Manager.

PMI-KSA Academy programs provide a career path for the individual and an asset for the organization.

# 13 Career Programs

3 are launched in 2017





# PMO Manager Program

---

## **Program Description:**

The program is designed by international experts and researchers in Organizational Project Management and PMOs, capitalizing on practical experience, knowledge and standards from PMI, AXELOS, IPMA, ISO in addition to published research from IJPM, PMJ, IJMPB. The program covers an analogy for the collective competencies that are essential to establish a project management office, whether it is Strategic, Corporate, Departmental, Transformational or even for managing a standalone Program. The program covers the three PMO competency dimensions: Organizational, Functional/Technical and Service-based.

The organizational covers PMO Initiation, Business Case, Roadmap Development, and focuses on identifying the objectives, expectations, and reasons for establishing the PMO. Following, a proper governance and management framework are established, and the framework is set.

PMO Functions include the technical aspects the PMO needs to carry on internally, such as process development, deployment, automation, improvement, including information systems and capacity building needs.

PMO Services cover a span of services, such as project controls, contract management and recovery of troubled projects. The use of business analysis is required both strategically and at the level of requirements for every single project.

## **Program Objectives and Benefits:**

- This program is crafted for the organization, and is geared to help corporate and government entities establish the right PMO, and operate and maintain the PMO for years to come, while meeting their strategic objectives and initiatives through successful projects and programs.
- The program provides PMO leaders who possess the right and complete knowledge and skills to act as qualified leaders in enhancing organizational project management, and meet the bottom line benefits and sustainable objectives for the organization.

	ID	COURSE NAME	Month	PDUs
Governance & Organizational	PMP830	How to Establish a Successful PMO	1	24
	PMP860	Managing Successful Programs	2	24
	PMP800	Selecting and Managing Profitable Projects - Portfolio of Demand & Supply	3	24
	PMD050	Transformational Change Management	4	24
PMO Functions	BPM700	Maturity Assessment and Business Process Management	5	-
	MS740	Knowledge Management and Process Improvement	6	-
	PMP600	PMIS KPIs and Dashboards	7	-
	MS780	Competency and Talent Management	8	-
PMO Services	PMD020	Business Analysis: A Project Perspective	9	24
	EPC760	Effective Project Controls	10	-
	EPC770	FIDIC Conditions of Contract & Claims and Dispute Resolution	11	-
	PMP850	Rapid Assessment and Recovery of Troubled Projects	12	-

This program is offered within a span of 12 months, offered 1 course per month.

### How to Establish a Successful PMO

This workshop presents a practical approach for PMO Improvements that will enhance the chances of completing the improvements successfully. Topics that will be discussed throughout this course are: The identification of risks and delays, project resource conflicts, managing multiple projects, throughput, behavioral management and other critical areas everyone involved in Project Management should learn in order to deliver value to their organization. Case studies and practice sessions help participants learn from each other successful practices, Identify how to apply these practices up, across, and down the organization, especially in politically charged situations.

### Managing Successful Programs

Programs are setup, managed and operated to produce benefits for the government, society, environment and individual beneficiaries. They usually establish units or organizations that sustain operations far after the programs are over.

### Selecting and Managing Profitable Projects - Portfolio of Demand & Supply

This course is designed for participants to effectively gain understanding of the balance between supply and demand projects in any organization with the main objective of increasing profitability. The course also addresses the design and integration aspects between business development and project management procedures.

## **Transformational Change Management**

Change management is one of the most highly coveted skills at management and leadership levels. This course will cover seductive pitfalls of change; a solid blueprint to change management for change leaders and agents, tools and techniques, and impact of change.

## **Maturity Assessment and Business Process Management**

The course is a guide to developing business processes and modeling them which is considered the core function for any type of project management office. From defining steps and decision nodes, roles and responsibilities to finalizing the flow charts and the associated workflow, each process requires unique analysis for requirements, needs and solution approach. Development of processes for document control and contract administration as well as other important functions will be covered in this course. The material will tackle modern trends in process modeling as well as automation practices through PMIS and other relevant BPM applications.

## **Knowledge Management and Process Improvement**

This course is a thorough coverage of the latest theory and practice of Knowledge Management (KM). It solidly covers the «hard» technical components of computer tools and technology for managing knowledge without losing sight of the «soft» management needs and challenges in leveraging knowledge effectively within an organization.

## **PMIS KPIs and Dashboards**

Visibility of information and powerful reporting are two of the important pillars that contribute to the success of the PMO. Building powerful and interactive dashboards using the most relevant key performance indicators or KPIs is one of the key functions that the PMO Manager oversees. This course offers an in-depth experience into the selection, implementation and upkeep of Project Management Information Systems (PMIS). In addition, it focuses on skills of organizing and showcasing the right data in the right place and to the right audience.

## **Competency and Talent Management**

This course is meant to give PMO managers a clear insight into the importance of talent development and capacity building. Participants will be given tools to design formal and informal capacity building within their PMO. In addition, they will be trained for techniques and approaches to spread a culture of motivation through development. Focus will be placed on skills and competencies that bring added value to the PMO, such as project management, knowledge management, leadership, and communication skills.

## **Business Analysis: A Project Perspective**

According to PMI 2013 Pulse of the Profession®, “Poor requirements management is a major cause of project failure, second only to changing organization priorities. Business analysis has become a competency of critical importance to project management.

The marketplace reflects this importance, as project management practitioners increasingly embrace business analysis as a technique for effectively managing project requirements. This workshop will help attendees uncovering business needs, managing requirements, and creating effective solutions to business problems.

## **Effective Project Controls**

Today, and more than ever, project owners, consultants and contractors are required to adopt best practices when it comes to managing their engineering and construction projects. No organization can afford to have their projects going out of control. Projects that finish late and over budget are results from failure to manage and control those projects.

In an engineering and construction project, the organization that will have the highest exposure to the damages and losses associated with project delays and budget overrun, is the organization with the weakest project controls. Why? Because this organization will be the least capable of the project organizations to support their claims for compensation or to defend themselves against claims raised against them. This will be done by focusing on document control and contract administration aspects in addition to effectively managing project controls.

## **FIDIC Conditions of Contract & Claims and Dispute Resolution**

This course is designed to effectively gain the essential understanding of FIDIC contracts and outlines the various elements of the FIDIC 1999 suite of contracts, with emphasis on the Conditions of Contract for Construction 1999 (The «Red Book»). Besides, in the second part of the course, topics covered will be the basic concepts of delays, tracking delays, mitigating delays, baseline schedule as well as analyzing the effect of delay(s) on the baseline schedule. In addition, it is extended to give a detailed guide about preparing a comprehensive Extension of Time Request including the prolongation and disruption cost, claims avoidance, parties good and bad practices and other focal issues in claims and disputes.

## **Rapid Assessment and Recovery of Troubled Projects**

This workshop is meant for those who are assigned to projects in serious trouble or which have major issues related to time, scope, cost, etc. This workshop focuses on helping project managers rapidly identify and correct major problems accruing during project activities. While the first and most important order of business is to prevent problems, we know that if you are in trouble RIGHT NOW, the first thing you want to know is how to recover. This workshop therefore focuses on the best practices for developing, executing and sustaining a recovery plan to get the project back on track and improving its indicators.

# Project Engineer Program

---

## **Program Description:**

The program is developed by international experts and researchers in Project Management and PMOs, capitalizing on real life experience in managing projects of different scales, industries, and conducted in different regions. This program was designed to cover the most important skills and knowledge required to perform the project engineer tasks.

The program covers the two competency dimensions that are essential for project engineers: Project Management Skills and Engineering Management Skills.

## **Program Objectives and Benefits:**

- Provide the essential knowledge and skills to perform project engineer technical activities
- Spread the culture of project management and its importance on project success
- Provide qualified resources to corporates for better project success.
- Increase resources efficiency and their capability to adapt new methods and tools

ID	COURSE NAME	Month	PDU's
PMP700	<b>Project Management Professional PMP® Exam Preparation course</b>	1	35
EPC700	<b>Contract Management and Planning</b>	2	-
PMP720	<b>Project Scheduling using Primavera P6</b>	3	24
PMD060	<b>Project Risk Management</b>	4	24
PMD040	<b>Stakeholder Management and Communication Skills</b>	5	24
EPC730	<b>Cost Estimation and Control</b>	6	-
EPC780	<b>Health and Safety Management</b>	7	-
EPC790	<b>EPC life cycle management</b>	8	-
EPC800	<b>Project Site Management (supervision, inspection, MOC)</b>	9	-

**This program is offered within a span of 9 months, offered 1 course per month.**

### **Project Management Professional PMP® Exam Preparation course**

PMI's Project Management Professional (PMP®) credential is considered one of the most prestigious and globally recognized project management certification. Earning the PMP demonstrates that you have the experience, knowledge and ability to lead and manage projects. Advisors PMP course will help eligible candidates earn the PMP credential and enhance their skills as a professional project managers.

### **Contract Management and Planning**

This course is designed to effectively gain the understanding of engineering contracts. It outlines the various elements, types and conditions with emphasis on the conditions of contract in the construction industry.

### **Project Scheduling using Primavera P6**

This course provides hands-on training for Primavera client/server-based solution, leading participants through the entire project life cycle, from planning to execution. Topics include adding activities, assigning resources, and creating a baseline. Participants also gain a thorough background in the concepts of planning and scheduling. This course also provides in-depth project management training.

### **Project Risk Management**

The course thoroughly explores the area of Project Risk. Participants will learn to maximize the results of positive project events and minimize the consequences of internal and external adverse events to the project. It will cover risk management from an initial foundation in risk concepts through to leading edge processes. However, all that will be presented is founded on practical processes that have been used and are proven to deliver improved business outcomes.

### **Stakeholder Management and Communication Skills**

Failing to identify important stakeholders at the beginning of a project, proves to be catastrophic at the end. The learner will encounter methods to identify all the major stakeholders, analyze their requirements and develop a communications strategy to earn their buy-in and neutralize risks. Logging and resolving every single issue, including conflicts and how to resolve them, is a major indication of success.

## **Cost Estimation and Control**

During this course you will learn about the modern methods and techniques of cost estimating. You will understand the requirements for the different stages of the project preconstruction phases and how to comply with developing estimates for different project stakeholders (owners, consultants, contractors). You will understand the level of detail and information needed to be able to monitor and develop metrics against your initial estimates and project programmes during the project execution. You will learn for what indices and what warnings to look for during the execution to avoid cost overruns and to deliver projects on budget and on time.

## **Health and Safety Management**

This course will provide engineers with the knowledge and skills to enable them managing of quality control, health and safety checks and the inspection of work carried out healthy and safe conditions for construction site employees. It will cover areas such as developing and maintaining good working relationships; establishing, implementing and maintaining systems for managing health, safety and welfare; monitoring project activities; organizing, controlling and monitoring supplies of materials.

## **EPC life cycle management**

Managing the EPC contracts are usually complicated and require special expertise and knowledge. This course covers the unique requirements related to EPC projects, Lifecycle, phases and gates. Moreover, participants will have an overview on project interfaces, procurement and its phases, pre-Commissioning, commissioning and start-up.

## **Project Site Management (supervision, inspection, MOC)**

This course will provide engineers with the knowledge and skills to enable them managing of quality control and the inspection of work carried out healthy and safe conditions for construction site employees. It will cover areas such as developing and maintaining good working relationships; establishing, implementing and maintaining systems for managing construction sites; monitoring project activities; organizing, controlling and monitoring supplies of materials.

# Quality Engineer Program

## **Program Description:**

Quality Management Systems, procedures and policies are a key factor contributing to the success of any initiative or project specifically in the engineering and industrial sector. The Quality Engineer program was developed by a group of experts, practitioners and academicians converging many distinct points of view into one solid and rigorous framework. Its various courses detail most aspects that a quality engineer needs to be equipped with for his tasks and activities.

The program is divided into two components which are Quality Management Skills and Quality Technical Skills.

## **Program Objectives and Benefits:**

- Provide participants with knowledge and skills to perform project quality control and assurance technical activities
- Standardize the concepts and policies of quality management and its essential role in project success
- Provide qualified quality engineers for the benefit of the organizations and its projects
- Increase resources efficiency and their capability to adapt new methods and tools in quality management



	ID	COURSE NAME	Month	PDUs
Quality Management Skills	QMS700	Quality Management System	1	-
	QMS750	Technical Writing and Documentation Management	2	-
	QMS720	Business Process Improvement (BPI)	3	-
	PMD040	Stakeholder Management and Communication Skills	4	24
Quality Technical Skills	QMS600	Statistical Foundations for Quality Management	5	-
	QMS710	Quality Planning & Statistical Process Control	6	-
	QMS760	Total Quality Management	7	-
	OP710	Lean Six Sigma Green Belt	8	-
	QMS740	Reliability Engineer	9	-
	OP720	Optimization and Forecasting	10	-

This program is offered within a span of 10 months, offered 1 course per month.

### Quality Management System

Apply national and international standards and other requirements and guidelines, and describe key points of the ISO 9000 series of standards.

### Technical Writing and Documentation Management

This course is designed to fulfill technical writing skills in an informative and professional manner and enhance communication writing skills. Documentation management includes capturing, structuring, communicating, storing, and delivering knowledge in order to maximize effective use of documents and increase the tangible value of the organization.

### Business Process Improvement (BPI)

The Business Process Improvement includes the analyses phase consisting of process capability studies, process performance vs. specification, and the evaluation phase consisting of process capability indices and process performance indices. KPI driven objectives: prioritization of performance indicators as an integration of analytical hierarchy process and goal setting.

### Stakeholder Management and Communication Skills

Failing to identify important stakeholders at the beginning of a project, proves to be catastrophic at the end. The learner will encounter methods to identify all the major stakeholders, analyze their requirements and develop a communications strategy to earn their buy-in and neutralize risks. Logging and resolving every single issue, including conflicts and how to resolve them, is a major indication of success.

## **Statistical Foundations for Quality Management**

This course will provide attendees with the basics of probability and statistics required to undertake several aspects of quality management, namely statistical process and quality control. Concepts that were superficially covered during bachelor education or taken out of context are otherwise reintroduced in a practical aspect that drives at getting a grip on the tools used later in statistical quality control and process control as well as quality assurance.

## **Quality Planning & Statistical Process Control**

This course walks through the process of statistically controlling quality by analyzing sample data from production and service industries thus subjecting them to tests aimed at establishing patterns of consistency either for surveying the outcomes of a process or judging the process itself. Various quality objectives serve as a yard stick for such tests and a holistic approach to quality is aggregated into an insightful practical framework.

## **Total Quality Management (TQM)**

Continuous Improvement Methodologies include definition, description, and application of: Total quality management (TQM), Kaizen, Plan-do-check-act (PDCA), 5s and Theory of constraints (ToC).

## **Lean Six Sigma Green Belt**

Lean Six Sigma Green Belt is a management program that provides tools and techniques that help manufacturers achieving high quality production and service. It includes DMAIC process and DMADV process.

## **Reliability Engineer**

Understand the principle of performance evaluation and prediction to improve product/systems safety, reliability, and maintainability. Reliability engineering training equips individuals to identify and manage asset reliability risks that could adversely affect plant or business operation.

## **Optimization and Forecasting**

This course aims at extending the concept of quality management into two directions: Forecasting and optimization. The maturity of quality assurance implies these directions as part of continuous improvement. Forecasting minimizes the errors of future decisions whereas optimization offers better decisions under any given circumstances. Industry-specific contexts are discussed in order to reduce the knowledge footprint and raise the learning curve.

# PMI-KSA Academy Courses

PMI-KSA provides the knowledge that an organization needs in order to mature in the art and science of managing successful projects and programs, in alignment with their strategic objectives.

The courses are delivered by experienced practitioners and thought leaders and can be offered as in-house, at any location, any time for groups of 16 or more.

PMI-KSA Academy offers over 50 courses, covering industries like Health, Business Development and NGO. This catalogue focuses on industries such as Oil & Gas, Infrastructure, Utilities, Capital Investments and Mega Programs.

# List of Courses

ID	COURSE NAME	PDU's
PMD030	Applied Project Management	24
PMD020	Business Analysis: A project Perspective	24
QMS720	Business Process Improvement (BPI)	-
MS780	Competency and Talent Management	-
EPC700	Contract Management and Planning	-
EPC730	Cost Estimation and Control	-
EPC760	Effective Project Controls	-
MS750	Emotional Intelligence in Projects and Programs	-
EPC790	EPC life cycle management	-
EPC770	FIDIC Conditions of Contract & Claims and Dispute Resolution	-
EPC780	Health and Safety Management	-
MS710	High-Impact Presentation Skills	16
MS720	High-Impact Writing Skills	30
PMP830	How to Establish a Successful PMO	24
PD720	Innovation Management	-
MS740	Knowledge Management and Process Improvement	-
PMD010	Leadership and Team Management	24
OP710	Lean Six Sigma Green Belt	-

ID	COURSE NAME	PDU's
PMP980	Managing Quality in Projects	-
PMP860	Managing Successful Programs	24
BPM700	Maturity Assessment and Business Process Management	-
PD710	Measuring Return on Investment for Training & Development	24
PMP750	Measuring Return on Investment for Projects	-
MS700	Negotiation Skills for Project Managers	24
OP720	Optimization and Forecasting	-
PMP600	PMIS KPIs and Dashboards	-
PMP870	Portfolio Tools & Techniques: Financial Management and Decision Support: Qualitative & Quantitative Methods	-
PMP990	Program Management for Seniors	8
PgMP700	Program Management Professional (PgMP®) Exam Preparation Course	24
PMP700	Project Management Professional Exam Preparation Course	35
PMP720	Project Scheduling using Primavera P6	24
PMD060	Project Risk Management	24
EPC800	Project Site Management (supervision, inspection, MOC)	-
QMS700	Quality Management System	-
QMS710	Quality Planning & Statistical Process Control	-
PMP850	Rapid Assessment and Recovery of Troubled Projects	-

ID	COURSE NAME	PDU's
QMS740	Reliability Engineer	-
PD730	Research Techniques	-
PMP800	Selecting and Managing Profitable Projects	24
PMD040	Stakeholder Management and Communication Skills	24
QMS600	Statistical Foundations for Quality Management	-
OP700	Supply Chain Management	-
QMS750	Technical Writing and Documentation Management	-
BD720	The Integrated Life Cycle Management Framework	-
QMS760	Total Quality Management (TQM)	-
PMD050	Transformational Change Management	24
BD700	Writing Winning Proposals	16

### PMI-KSA / PMD030

#### Workshop Overview

The course addresses how to identify, monitor, document and balance crucial information for the successful management of projects. It also covers the development of a baseline for the project that will allow the efficient compilation and the timely generation of performance comparisons. This is a highly interactive workshop that usually marks a milestone in the project management development roadmap. Participants will be required to develop a comprehensive project plan.

#### Learning Objectives

- Understand and Apply the Project Management Planning Framework
- Develop a Project Charter & Stakeholder Register
- Draft Project Planning Documents
- Practice newly-acquired project management skills
- Benchmark results against peers and get feedback from an expert in the field
- Produce a complete project plan based on realistic case studies

#### Course Outline

- Introduction
- Project Planning Framework
- Brainstorming Project Ideas & Forming Project Groups
- Project Charter
- Stakeholder Register
- Communication Plan
- Requirements Documentation
- WBS & WBS Dictionary
- Activity List & Attributes
- Project Schedule
- Cost Estimates & Budget
- Organizational Chart & RACI Matrix
- Risk Management

#### Course Duration

24 Hours

#### Workshop Format

Interactive sessions with many exercises, discussions and in class group workshops.

#### Intended Audience

The workshop is intended for all professionals practicing, studying and interested in project management principles including: Project Managers, Project Management Team Members, Planners, Schedulers, Senior Managers, Chief Executive Officers, Finance Managers, Human Resources Managers, Project Managers, Engineers, and Information Technology Managers.

### PMI-KSA / PMD020

#### Workshop Overview

According to PMI 2013 Pulse of the Profession®, "Poor requirements management is a major cause of project failure, second only to changing organization priorities."

Business analysis is a topic of growing importance in project management. The marketplace reflects this importance, as project management practitioners increasingly embrace business analysis as a technique for uncovering business needs, managing requirements, and creating effective solutions to business problems.

#### Learning Objectives

- Understand the key benefits of proper Business Analysis and Requirements Management.
- Gain in-depth knowledge of PMI-PBA's 5 Domains and their underlying Tasks.
- Identify and practice the key Skills and Knowledge needed to perform Business Analysis successfully.
- Become prepared for the PMI-PBA certification test.

#### Course Outline

- Needs Assessment
  - Define Business Requirement
  - Define Value Proposition
  - Develop Project Goals
  - Identify Stakeholders
  - Analyze Stakeholders
- Planning
  - Determine Project Context
  - Plan Requirements Traceability
  - Develop Requirements Management Plan
  - Plan Requirements Change Control
  - Plan Document Control
  - Define Project Expected Outcomes
- Analysis
  - Elicit Requirements
  - Elaborate Requirements
  - Validate Requirements to Project Scope
  - Allocate Requirements
  - Get Requirements Signoff
  - Document Requirements
  - Verify Requirements
  - Specify Requirements Expected Results
  - Traceability & Monitoring
  - Track Requirements
  - Monitor Requirements Status
  - Update Requirements
  - Communicate Requirements
  - Manage Changes to Requirements
- Evaluation
  - Validate Test Results
  - Analyze Solution Gaps
  - Obtain Stakeholder Acceptance of Solution
  - Evaluate Solution Results

#### Course Duration

24 Hours



**Workshop Format**

Interactive sessions with many exercises, discussions and in class group workshops

**Intended Audience**

The workshop is intended for all Professionals practicing, studying and interested in business analysis principles and tools, including: Business Analysts, Business Analysis Team Members, Planners, Schedulers, Senior Managers, Chief Executive Officers, Finance Managers, Human Resources Managers, Project Managers, Engineers, and Information Technology Managers.

PMI-KSA ACADEMY  
PMI-KSA ACADEMY  
PMI-KSA ACADEMY  
PMI-KSA ACADEMY

# Business Process Improvement (BPI)

## PMI-KSA / QMS720

### Workshop Overview

This course explores the need for a business process focus, the essential steps for business process improvement, and the critical success factors for making the effort successful.

Participants will learn to leverage their current business strategy to drive improvement, develop tools, identify problem areas, measure performance, validate change, and create models of current and future processes in this Business Process Improvement (BPI) training course. Gain the skills that is needed to employ a step-by-step BPI framework in the organization to maximize efficiency and productivity. Participants can easily apply the knowledge and skills to any environment, and use the techniques immediately upon leaving class.

### Learning Objectives

- Apply a BPI framework in the organization
- Identify processes in need of improvement, critical issues, and root cause of process problems
- Create and implement stakeholder engagement and buy-in
- Measure improvements using Key Performance Indicators (KPIs) linked to business drivers
- Design new processes using lean techniques that eliminate waste and maximize business value, using three standard objectives to optimize process design.
- Discuss the interdependence of people, processes, and systems and how it relates to effective introduction of process changes.
- Facilitate the introduction of process change in the organization, using accepted and practical techniques.

### Course Outline

- Building the Business Process Improvement (BPI) Framework
- Business process improvement vs. re-engineering
- Evaluating the Organization
- Analyzing the organizational mission and vision
- Developing a communication plan
- Enhancing modeling skills
- Designing appropriate measurements
- Relating process measures to business drivers
- Leveraging problem analysis criteria
- Designing appropriate success criteria
- Assessing process performance
- Managing and Implementing Change

### Course Duration

24 Hours

# Competency and Talent Management

## PMI-KSA / MS780

### Workshop Overview

This course is a critical component of the HR function. With an ever-growing focus on people, every HR professional needs to understand the basics of talent management. HR professionals are faced with many challenges related to employee turnover, and lack of career development is seen as top driver for such turnover. HR professionals need to employ strategic talent management to retain and reward the company's best employees, develop the next generation of corporate leaders, and create a corporate culture that attracts the best talent. This course explains the key steps of the performance management cycle and succession plan. Moreover, it points out common mistakes made in talent management and ways to avoid them.

### Learning Objectives

- Review performance achievements during a formal review.
- Identify and create an individual development plan.
- Realize employees' potential to support the future talent pipeline.
- Enhance your talent management practices

### Course Outline

- Overview and objectives of the course
- Needs analysis
- Talent review
- Strategic talent management
- Relationship between performance problems and training program
- Buy-in and support
- Delivery methods
- Knowledge and practice
- Learning cycle
- Performance management cycle
- Measuring success
- Model of evaluation
- Mistakes to avoid

### Course Duration

24 Hours

### Intended Audience

HR Managers, Project Managers, all personnel that are involved in recruitment and talent management.

# Contracts Management and Planning

## PMI-KSA / EPC700

### Workshop Overview

This course is designed to effectively gain the essential understanding of engineering contracts and outlines the various elements, types and conditions with emphasis on the Conditions of Contract for Construction.

### Learning Objectives

- Plan for contract management
- Select and evaluate potential sellers
- Negotiate and finalize the contract
- Monitor contractor performance and resolve problems
- Identify and address delays in performance
- Modify contracts and exercise options
- Select and pursue a formal contract remedy and recognize fraud
- Describe contract claims procedures
- Identify and resolve contract disputes
- Terminate contracts for convenience, cause, or default
- Close out contracts

### Course Outline

- Establishing procurement /contracting strategy
- Selecting the procurement method
- Form of tendering
- Contract Type selection
- Preparation the procurement schedule
- Preparation of Pre-Qualification Documents
- Invitation To Prequalify
- Issue & Submission Of Prequalification Documents
- Analysis Of Prequalification Applications
- Selection Of Short-listed Tenderers
- Preparation Of Tender Documents
- Issue Of Tender Documents
- Visit To Site By Tenderers
- Addenda To Tender Documents
- Submission And Receipt Of Tenders
- Opening and Review Of Tenders
- Tenders Containing Deviations
- Evaluation Of Tenders / Tenders Containing Deviations
- Rejection Of All Tenders
- Award Of Contract
- Issue Letter Of Acceptance
- Performance Security
- Preparation Of Contract Agreement
- Negotiation Strategies and Tactics
- Developing Your Negotiation Strategy
- Contract Administration Tasks, Roles and Responsibilities
- Correspondence, Issues and Communications
- Submittal Management
- Subcontract Administration
- Contract Modifications, Adjustments, Options, and Orders
- Claims, Disputes Resolution, and Terminations

**Course Duration**

24 Hours

**Intended Audience**

Chief Executive Officers, Project Managers, Engineers and Planners, Information Technology Managers, and all personnel that are involved in managing and coordinating Projects, Contract Administrators , Commercial Managers, Project Engineers, Construction Managers, Procurement Specialists.

PMI-KSA ACADEMY  
PMI-KSA ACADEMY  
PMI-KSA ACADEMY  
PMI-KSA ACADEMY

# Cost Estimating, Budgeting & Controlling

## PMI-KSA / EPC730

### Introduction to Estimating & Cost Management

- Cost Estimating
- Quantity Surveying
- Essential Cost Terminology
- Budget Development
- Schedule Development
- Project Management
- Cost Management

### Cost Estimating Principles

- Classes / Stages of Estimates
- Rule of Thumb & Analogous Estimating
- Conceptual Estimating
- Parametric Estimating
- Detailed Estimating
- Types and Working Examples of Detailed Estimates (Activity Based vs Resource Based)
- Requests for Quotes and Comparison Tables
- Cost Estimating International Approaches (US vs RICS), Understanding Different Terminologies used on each
- Cost Break Down Structures of Estimates (CSI Devisions, Uniformat and RICS standards)
- Calculating Indirect Costs and Preliminaries
- Estimate Markups and Totals
- Validation & Checking of Estimates

### Quantity Surveying

- Methods for Quantity Takeoff (Working Examples)
  - Excel
  - Manual (Ruller)
  - On-Screen Takeoff
  - BIM
- International Measurement Methods
  - New Rules of Measurement (NRM)
  - Standard Method of Measurement (SMM7)
  - Principles of Measurements International (POMI)
- Valuation forms for measuring progress and preparing payment Bills

### Advanced Cost Estimating Topics

- Theoretical Background of Assemblies and Smart Assemblies
- Examples of Smart Assemblies (Highways, Utilities, Buildings, Pipelines)
- Value Engineering principles with Cost Models / Smart Assemblies
- Constructability Analysis on Estimates
- Cost Optimization through Optimum Resource Allocation
- BIM Based Estimating Principles (5D)
- Examples of Commercial Cost Libraries for Estimate Development (RS Means, BCIS, Richardson's)
- Location factors and historical data adjustments
- Rate forecasting
- Risk Analysis and Monte Carlo Simulation on Estimates for Probabilistic Assessment of Costs / Tenders

### Scheduling

- Defining the Work Break Down Structure
- Identifying Activities
- Calculating the Duration of Activities
- Defining the Logic and Developing the Barchart
- Cost / Resource Loading a Project Programme
- Cash Flow Development

- Programme Baselineing

### **Cost Control & Progress Monitoring**

- Updating the Project Programme and Recording Actuals
- Earned Value
- Measuring Productivities
- Key Performance Indexes
- Cost to Complete

### **What you will learn**

During this course you will learn about the modern methods and techniques of cost estimating. You will understand the requirements for the different stages of the project preconstruction phases and how to comply with developing estimates for different project stakeholders (owners, consultants, contractors). You will understand the level of detail and information needed to be able to monitor and develop metrics against your initial estimates and project programmes during the project execution. You will learn for what indices and what warnings to look for during the execution to avoid cost overruns and to deliver projects on budget and on time.

# Effective Project Controls for Engineering and Construction Projects

## PMI-KSA / EPC760

### Overview

Today, and more than ever, project owners, consultants and contractors are required to adopt best practices when it comes to managing their engineering and construction projects. No organization can afford to have their projects going out of control. Projects that finish late and over budget are results from failure to manage and control those projects.

In an engineering and construction project, the organization that will have the highest exposure to the damages and loses associated with project delays and budget overrun, is the organization with the weakest project controls. Why? Because this organization will be the least capable of the project organizations to support their claims for compensation or to defend themselves against claims raised against them.

So can your organization afford to be the weakest link in the project delivery process? Can your organization afford to be blamed for project delays? Can your organization afford to be blamed for project budget overrun?

### Learning Outcome

- How to have an integrated project management control system
- What are the objectives of the ePMCS modules in achieving the integrated ePMCS
- How today's available software applications can support ePMCS
- How to implement each ePMCS module successfully
- How to ensure that the ePMCS is conveying single version of the truth on project's status

### Introduction

- Project and Program Related Definitions
- Project Success and Delivery Pains
- Project Life Cycle Stages and Stage Gates
- Enterprise Project Management Control System (ePMCS) Modules
- The ePMCS Team
- Define The Project Responsibility Matrix (RAM)
- ePMCS Tools

### Planning and Scheduling

- Work Breakdown Structure (WBS)
- Organization Breakdown Structure (OBS)
- Establish Control Accounts

### Developing the Project Schedule

- Developing the Project Schedule
- Establish the Project Baseline
- Schedule Update

### Developing the Project Resource Plan

- Resources Breakdown Structure
- Estimating Activity Resources Requirements
- Develop the Resource Plan

### Accelerating the Project Schedule

- Acceleration Types
- Cost Associated With Acceleration
- Acceleration Methods

### Schedule Delay Analysis

- What is Schedule Delays
- Type of Schedule Delays



- Schedule Delay Damages
- Time Impact Delay Analysis

### **Cost and Budget Control - Developing the Project Budget**

- Type of Project Costs
- The Cost Breakdown Structure
- How To Document The Direct and Indirect Cost of a Work Package
- Developing the Project Cost Estimate
- Developing The Project Budget

### **Controlling the Project Budget**

- Work Breakdown Structure and Control Accounts
- What Budgets One Need To Control
- The Earned Value Method
  - EV Definitions
  - EV Metrics
  - EV Reports

### **Managing Changes to Project Contracts**

- Type of Project Contracts
- Type of Project Changes
- Project Progress Payments
- Developing The Cost Worksheet
- Managing Budget and Commitment Contracts

### **Records Management**

- Project Stakeholders and Type of Communication
- Stakeholders Directory
- Request For Information
- Meeting Minutes
- Notices
- Letters
- Daily Reports
- Other type of project records

### **Managing Material and Shop Drawings Submittals**

- What are submittals
- Submittal Types
- Developing the Submittal Register
- Developing The Procurement Log
- Submittal Review and Approval

### **Developing the Project Risk Register**

- Defining and Identifying Project Risks
- Risk Likelihood, Impact and Score
- Developing the Risk Register
- Risk Response Actions

### **Monte Carlo Risk Simulation**

- Activity Risk Scenarios
- Monte Carlo Simulation
- Schedule Confidence Charts
- Schedule Tornado Reports

# Emotional Intelligence in Projects and Programs

## PMI-KSA / MS750

### Workshop Overview

During this workshop you will empower your own personal awareness and skills and break the behavioral habits that threaten your productivity and professional relationships. You will learn to transmute damaging emotional reactions in to constructive standout responses when in emotionally charged situations. You will also acquire practical skills that will help you achieve greater satisfaction at work and at home.

### Learning Objectives

- Explore the concept of Emotional Intelligence Competencies framework
- Raise self-awareness on your own behaviors
- Identify emotional habits that either drive or derail your performance
- Cultivate your intrapersonal and interpersonal skills and acquire tools to communicate and build successful relationships with others while replacing blame with empathy
- Understand differences in peoples' behaviors and foster diversity
- Learn techniques to control and manage your own emotions and actions while achieving personal and team objectives
- Initiate a clear Action Plan for development

### Course Outline

- Understanding Emotional Intelligence
- The Link between Emotional Intelligence and Performance
- Tools for Self-Awareness
- The Effect of Feedback and the Johari Window Model
- Techniques for Self-control
- Fostering Motivation
- Building Social Awareness & Empathy
- Developing Social Skills: Emotional Intelligence Competencies in the Workplace

### Course Duration

24 Hours

### Workshop Format

Interactive sessions empowered with discussions, exercises and case studies.

# EPC Life Cycle Management

## PMI-KSA / EPC790

### Workshop Overview

#### Description

Managing the EPC contracts are usually complicated and require special expertise and knowledge. This course covers the unique requirements related to EPC projects, Lifecycle, phases and gates. Moreover, participants will have an overview on project interfaces, procurement and its phases, pre-Commissioning, commissioning and start-up. Also major construction management activities are explained and tools and techniques to monitor and control project performance are introduced.

### Learning Objectives

- Know how to define and manage an EPC project
- Understand the importance and the main functions of engineering, procurement and construction phases
- Understand the issues that must be addressed to become more effective in timely and cost effective delivery of projects
- Draft clear and effective contracts to identify and mitigate risk and liabilities
- Understand EPC and other project specific contracts to identify assignable causes for the successes and failures of EPC contracts
- Review Performance Measures to understand the process for score carding and develop the basis for establishing the KPI

### Course Outline

- Introduction
- EPC lifecycle, stage gates, and phases
- Different types of EPC contracts
- Project interfaces,
- Procurement in EPC Projects
- EPC Project Schedule Requirements
- Common Risks
- Pre-commissioning
- Commissioning and Startup
- Completion

### Course Duration

24 Hours

### Intended Audience

Project Managers in the construction industry, Engineers and Planners, all personnel that are involved in managing and coordinating Projects, Contract Administrators, Contractors, Supervision Consultants, Project Engineers, Construction Managers, Procurement Specialists.

# FIDIC Conditions of Contract & Claims and Dispute Resolution

## PMI-KSA / EPC770

### Overview

This course is designed to effectively gain the essential understanding of FIDIC contracts and outlines the various elements of the FIDIC 1999 suite of contracts, with emphasis on the Conditions of Contract for Construction 1999 (The «Red Book»). Besides, in the second part of the course, topics covered will be the basic concepts of delays, tracking delays, mitigating delays, baseline schedule as well as analyzing the effect of delay(s) on the baseline schedule. In addition, it is extended to give a detailed guide about preparing a comprehensive Extension of Time Request including the prolongation and disruption cost, claims avoidance, parties good and bad practices and other focal issues in claims and disputes.

### Upon completion of this course, the student should be able to:

- Gain sound knowledge of the various forms of FIDIC contracts and the philosophy of choosing the suitable form
- Understand the most important clauses of the 1999 FIDIC's Red Book
- Appreciate the roles of key parties in a construction contract
- Understand how parties' claims arise under FIDIC 1999 and the mechanism for dispute resolution
- How to analyze and manage the different types of delays
- Understand what contracts are how to award contracts
- How to make, manage and assess an acceleration plan
- Define and Manage Baselines and Various Schedules
- How to identify prolongation costs and what should be included in them
- Maintain contractual requirements related to delays and claims
- How to avoid claims
- Determine contractual requirement(s) related to prolongation costs
- How to identify, calculate and manage disruptions
- Determine what to look at when defending an EOT
- Different Dispute Resolution Techniques

### Outline

- FIDIC Forms of Contracts
- Risk and Responsibility
- General Provisions
- Progress and Payment
- Key Parties: Employer, Contractor, and Engineer
- Completion
- Commencement, Progress
- Disputes Resolution
- Variations
- Termination and Suspension
- Claim of Extension of Time and/or Additional Cost

### Causes of Delays

- Project Different Schedules
- Tracking Delays
- Contract Documents
- Why do claims occur?
- Contractor's and Employer's Delays
- Calculating Delays Effect/Impact on Schedule
- Contract Analysis
- Delay Mitigation
- Acceleration Plan Prolongation Cost
- Claims Avoidance (Employer and Contractor)
- Dispute Resolution
- Case Study

### Course Methodology

Interactive sessions empowered with discussions of case studies

# Health and Safety Management

## PMI-KSA / EPC780

### Workshop Overview

This course will provide engineers with the knowledge and skills to enable them managing of quality control, health and safety checks and the inspection of work carried out healthy and safe conditions for construction site employees. It will covers areas such as developing and maintaining good working relationships; establishing, implementing and maintaining systems for managing health, safety and welfare; monitoring project activities; organizing, controlling and monitoring supplies of materials.

### Learning Objectives

- Know what is expected of site operatives and how they contribute to the safety of the workplace
- Understand the need to prevent accidents and the importance of reporting accidents and unsafe acts
- Acquire a basic understanding of health and safety law
- Understand the need for risk assessments and method statements
- Be able to identify how their role fits into the safety management on the site
- Have an appreciation of the need to work safely and to stop and ask for advice if unsure
- Have an understanding of health & welfare, manual handling, working at height, fire prevention and control, emergency procedures & first aid, electrical safety on site, hazardous substances, hand-held equipment and tools, noise and vibration, excavations and confined spaces, and site transport safety on site.

### Course Outline

- Introduction to health and safety management
- Construction safety and health: An Overview
- Safety as value added activity and the impact of accidents
- Making safety work
- International governance and regulatory bodies
- Monitoring and managing safety performance
- Roles in construction safety
- Designing for safety and health in the environment
- Health hazards (chemical and biological hazards, physical health hazards)
- Climate, culture and behavior-based management programs and techniques
- System safety tools and techniques
- Intro to risk modeling for safety improvement
- Systematic approaches to safety management
- Intro to the Human Factors Analysis and Classification System
- Using data to develop safety interventions
- Safety audits and accident investigations

### Course Duration

24 Hours

### Intended Audience

Project Managers in the construction industry, Engineers and Planners, Information Technology Managers, all personnel that are involved in managing and coordinating Projects, Contract Administrators, Contractors, Supervision Consultants, Project Engineers, Construction Managers, Procurement Specialists.

### PMI-KSA / MS710

#### Workshop Overview

This public speaking course is designed to help participants become better communicators and offer high-impact presentations. Participants will be exposed to concepts on how to analyze the audience, customize material for the audience, research, organize, and develop a powerful speech or presentation. They will also have the opportunity to understand how highly reputable presenters and speakers put together and offer memorable presentations. Participants will also practice presenting and will receive professional feedback for their performance.

#### Learning Objectives

- Identify the process of communication
- Gain Tools to Conduct Research for Presentations
- Analyze success factors for some historical or highly successful speeches
- Develop map of presentations
- Use tools and techniques for connecting with audience
- Use pedagogical tools and techniques for retention and impact

#### Workshop Outline

- How to Practice Public Speaking
- How to Connect with Your Audience
- How to Handle Difficult Questions
- Offer Constructive Feedback to Presenters
- Persuasive Tools & Techniques
- Logical Fallacies
- Presentations- Evaluations

#### Course Duration

16 hours

#### Intended Audience

All types of audiences and industries.

## PMI-KSA / MS720

### Workshop Overview

This course is designed to provide participants with the skills they need to communicate and write effectively in the complex and changing contemporary work environment. The major objective of this course is to present comprehensive coverage of real-world concepts in an interesting and lively manner. Participants will be writing letters, reports, and other communications for a specific purpose and will receive detailed feedback.

### Learning Outcomes

- Apply best practices for written and oral communication.
- Understand guidelines for sound business writing
- Write routine, persuasive, and bad-news messages
- Write Memos
- Write communications that align with diverse audiences
- Use diplomatic and politically correct language
- Plan and write rigorous reports
- Write powerful business letters and e-mails

### Course Outline

- Understanding Business Communication
  - Focuses on the challenges of contemporary communication, such as diversity, and communication with virtual teams.
- Work-Team Communication
  - Helps participants understand the relationship between ethics and communication and how to translate that in writing
  - Explains communicating in work teams through meetings and state-of-the-art writing when done in teams
- Writing with Style: Individual Elements
  - Provides an explanation of "writing style."
  - Emphasizes the choice of right words and how important writing effective sentences is, and pitfalls to avoid.
- Writing with Style: Overall tone and Readability
  - Explains how logical paragraphs are to be developed and what tone is to be used
- The Process of Writing
  - Identifies the five different steps in the writing process: planning, drafting, revising, formatting, and proofreading
- Routine Messages
  - Examines how routine messages (Memos, replies, claim letters, and adjustment letters) are written.
- Persuasive Messages
  - Examines how persuasive messages are planned and how persuasive requests are organized.
- Bad-News Messages
  - Explains how bad-news messages, replies, and announcements are written
- Collecting and Analyzing Data & Planning the Report
  - Addresses the collection of data through questionnaires and interviews
  - Explains how charts and tables are constructed
  - Explains the characteristics of business reports and differentiates among common types of reports.
- Writing the Report

### Course Duration

30 Hours

### Workshop Format

Interactive sessions with many exercises, discussions and in class group workshops

### Intended Audience

All types of audiences and industries.

### PMI-KSA / PMP830

#### Workshop Overview

This workshop presents a practical approach to PMO Improvements that will enhance the chances of completing the improvements successfully. Topics that will be discussed throughout this course are: The identification of risks and delays, project resource conflicts, managing multiple projects, throughput, behavioral management and other critical areas everyone involved in Project Management should learn in order to deliver value to their organization. Case studies and practice sessions help participants learn from each other successful practices, Identify how to apply these practices up, across, and down the organization, especially in politically-charged situations.

#### Learning Objectives

- Assess organizational needs and develop a Gap Analysis Report for setting up or re-establishing a PMO
- Identify which type of PMO serves the emerging or specific business need
- Prepare a Business Case for the specific PMO that facilitates proper initiation and buy-in from top management and all stakeholders

#### Course Outline

- Reinventing the PMO Presentation
- Formulating groups and reviewing case study
- Organizational Project Management Maturity Model
- Coherent Organizational Governance Framework Presentation
- Illustrated PMO Concepts
- Final Group Presentation for PMO Business Case

#### Course Duration

24 Hours

#### Intended Audience

Executives, Governance Board Members, Board of Directors members, Portfolio Managers, Program Managers, PMO Directors, Decision makers involved in setting up new PMO.



# Innovation Management

## PMI-KSA / PD720

### Workshop Overview

This course offers the participants a way into the realms of innovation. Over the three very interactive days, the participants will learn what exactly innovation management is, why it is critical, some proven tools and techniques, and then they will have the opportunity to innovate around the «Business Opportunity Map» and present their innovative ideas to the facilitator and other participants.

### Learning Objectives

- Learn that building strategies always start with defining technological and non-technological trends, human needs, and identifying the underserved segments
- Learn that developing a superior product and service is not only about its standalone value but equally important about the complementary products and services
- Learn how you can build a community around its brand, products and services
- Apply techniques to lock your customers into your services, retain them & attract more customers
- Identify business partners and Learn how to establish links with potential customers early in the customer experience cycle.
- Develop a full innovation strategy for a new product/service

### Course Outline

- Introduction
- What is Innovation?
- The need to innovate
- Understanding the market
- The offering
- The business model
- The business model
- Delivery and Channels
- Putting it all together

### Course Duration

24 Hours

### Workshop Format

Interactive sessions empowered with discussions, exercises and case studies.

### Intended Audience

Managers responsible for innovation in their organizations. The program will also appeal to those who have experience in a non-management area, but wish to increase their skills and knowledge to launch their own enterprises or introduce new products or services to the market.

# Knowledge Management

## PMI-KSA / MS740

### Workshop Overview

This course is a thorough coverage of the latest theory and practice of Knowledge Management (KM). It solidly covers the «hard» technical components of computer tools and technology for managing knowledge without losing sight of the «soft» management needs and challenges in leveraging knowledge effectively within an organization.

### Learning Objectives

- Perform KM using KM Metrics, interactive exercises, tips and tools for success
- Build better collaboration/communication; spark innovation among colleagues
- Transform your organization or customer into a true “Learning Organization”
- Establish a Knowledge Audit, including innovative ways to do Knowledge Mapping
- Develop the KM Vision for your company, including a solid strategy to get there
- Initiate with your peers successful Communities of Practice
- Discover usable, real-world KM principles and keys to success

### Workshop Description/Course Outline

Day One

Learn the “KM Essentials”- a guide to practical KM and the role of the KM leader

Day Two

Study the KM Institute Methodology to Perform KM, intro to KM Bulls/Squirrels™

Day Three

Track through the Methodology, learn how to Perform KM

### Course Duration

3 Days- 21 Hours

### Workshop Format

Interactive sessions matched with exercises, discussions, and workshops.

### Intended Audience/Who Should Attend

The KM is ideal for anyone tasked to lead a KM initiative or improve an existing one – or those interested in gaining a solid grasp of common KM principles at an advanced level with hands-on experience performing KM. CKM Graduates range from KM workers to managers, government to commercial, and just about everyone in between.

### PMI-KSA / PMD010

#### Workshop Overview

Project Leadership is a much coveted skill. Even if leadership development happens through dedicated practice, there are some core elements of leadership that participants will have the chance to focus on and significantly improve through activities, exercises, and hypothetical responses to crises. This course is also an in-depth look into oneself and a journey into the art of influence in alignment with PMI Talent Triangle that target companies seeking added skills in leadership and business intelligence competencies.

#### Learning Objectives

- Identify and Understand own leadership practices
- Understand Strategy & Alignment in Execution
- Develop approach to optimize strengths and overcome weaknesses
- Plan more productive days
- Improve Goal-Setting through activities
- Assess situation for timely ethical decisions
- Plan for Better Team Member Development
- Appraise and Choose ways to motivate team
- Develop Comprehensive Leadership Plan Development

#### Course Outline

- Project Leadership: Why and How?
- Lack of Leadership – Impact on Public Welfare
- Vision, Mission & Strategy for Public Good
- Genuine-ism
- Decision Making & Accountability
- Leadership in Meetings, Time Management
- Talent Management and Development (Coaching & Mentoring)
- Team Development & Motivation
- Leadership in Change
- Context Awareness and Setting
- Effective Listening
- Diplomacy
- Feedback for Results
- Scientifically Proven Ways to Persuade
- High-Impact Presentations
- Answering Difficult Questions

#### Course Duration

24 Hours

#### Workshop Format

Interactive sessions empowered with discussions, exercises and case studies.

#### Intended Audience

All types of audiences and industries.

# Lean Six Sigma Green Belt

## PMI-KSA / OP710

### Course Overview

The Lean Six Sigma Green Belt operates in support or under the supervision of a Six Sigma Black Belt, analyzes and solves business problems, and is involved in process and quality improvement projects. Lean Six Sigma Green Belt drives process improvement initiatives to develop robust systems for the business and deliver consistent output to customers. Green Belt training equips individuals with a logical and objective way to identify, measure, and eliminate problems / issues with process within an organization. The training also enhances the way employees approach their day-to-day work and strategically positioned to support improvement initiatives at their workplace.

### Learning Objectives

- Function as a 'tools application' member of a six sigma project team
- Lead and execute process-level improvement projects
- Collect process data and develop process maps
- Develop statistical hypotheses using simple statistical tools
- Design simple experiments and/or implementation plans that help validate improvement options
- Apply problem solving and quantifiable tools to an improvement project brought to class on the first day.
- Eliminate waste and defects by applying lean and six sigma
- Collect, analyze, and quantify data that enable process improvements
- Learn how to execute the six sigma methodology.
- Work with process owners to ensure process gains are held

### Course Outline

- Define
  - Balanced Scorecard
  - CTQ Prioritization matrix
  - Project Charter
  - High Level Process Map and SIPOC
  - Measure, Performance standards
  - Attribute Agreement Analysis
  - Statistical measures
  - Sigma Level
  - Process Capability indices – Cp, Cpk
- Analyse
  - Process Mapping, VA/NVA Analysis
  - Failure modes and effects analysis
  - Qualitative Screening using Affinity diagram, Fishbone
  - Graphical plot—Pareto Plots, Histogram, Box Plot, Scatter Plots
  - Hypothesis testing— F- test, t test, ANOVA, Bartlett test, Chi-square test, -2proportion test
  - Simple Linear Correlation & Regression
- Improve
  - 5S, Visual Standards, Poka Yoke, Benchmarking
  - Pugh Matrix, Nominal group technique, Multi Voting
  - Pilot and Full Scale Implementation plan
  - Control, Control Plan including Audit/Inspection plans
  - Statistical Process Control using Control Charts
  - Lesson Learnt and Handover to Process Owner
  - Financial benefits and Project Closure

### Course Duration

5 days

### Intended Audience

Engineers, quality control personnel, inspectors, testing personnel, or those interested in the quality engineering profession.

# Managing Quality in Projects

## PMI-KSA / PMP980

### Workshop Overview

The dilemma of project quality has always been the – or rather the lack of – adaptation of quality management tools into project management. The reason is mainly that these tools have been long customized for operational environments rather than projects. The aim of this course is to identify and integrate suitable tools for quality management in projects. Taking the PMI model for quality in perspective, these tools are explained, appropriated, discussed and applied to various scenarios and cases having in mind utility and practicality.

### Learning Objectives

- Understanding project quality
- Appropriating tools for project quality management
- Applying these tools into practical contexts
- Analyzing results of application
- Performing quality audits on projects
- Integrating the quality management process into project management

### Workshop Outline

- Quality foundations
  - Quality in the project management domain
  - Definition of quality
  - Cost of quality
  - Benefits of quality
- Contemporary quality applications to projects
  - Progressive history
  - Quality cycle
- Quality paradigms
  - Pioneers
  - Perspectives
- Project quality planning
  - Management plan
  - Identifying stakeholders and requirements
  - Identifying standards
- Project quality assurance
  - Developing activities & metrics
  - Quality assurance plan and audits
- Project quality control and improvement
  - Inspection and control tools
  - Improvement methodologies
- Collecting project data
  - Collection tools
  - Data understanding
    - . Graphs
    - . Pareto charts
    - . Histograms
    - . Scatter diagrams
- Understanding project processes
  - Flow charts
  - Run charts
  - Control charts
- Analyzing project processes
  - Analytical tools
  - Cause-effect diagrams
  - Pillar diagrams

- Solving project problems
  - Brainstorming
  - Force field analysis
  - Affinity diagrams
  - Nominal group technique and multi-voting
- Common project practices
  - Compliance matrix
  - Peer review
  - Statistical inference

### **Course Duration**

24 hours

### **Workshop Format**

Interactive sessions matched with exercises, mini-cases and discussions.

### **Intended Audience**

The workshop is intended for Quality managers, Project managers, technical managers, Sponsors, Business leaders, General managers, Strategic consultants, Functional managers, Accreditation officers, Business evaluators, Standardization organizations.

### PMI-KSA / PMP860

#### Workshop Overview

Programs are setup, managed and operated to produce benefits for the government, society, environment and individual beneficiaries. They establish operations units or organizations that sustain operations far after the programs are over. Often, programs do manage change and transform existing organizations to cope with the expectations of their beneficiaries.

#### Learning Objectives

- Customize benefits management plan according to the required objectives
- Learn to setup an appropriate program life cycle
- Propose program governance that aligns to government strategic initiatives
- Develop a generic but adaptable “general” program management roadmap
- Establish program management office
- Formulate sustainable operations off successful programs

#### Course Outline

- Program Management Framework
- Introduction to Programs and Program Management
- Program Management Performance Domain
- Program Strategy Alignment
- Benefits Management
- Program Stakeholder Engagement
- Program Governance Framework
- Program Lifecycle
- Mapping of the Program Life Cycle to Program Supporting Processes
- Program Definition Phase
- Program Benefits Delivery Phase
- Program Closure Phase
- Program Management Supporting Processes

#### Course Duration

24 Hours

#### Workshop Format

Interactive sessions matched with exercises, discussions, and case studies.

#### Intended Audience

Experienced project managers, program managers, HR and senior managers, managers transitioning into program management, benefit managers, strategy managers and directors.

# Maturity Assessment and Business Process Management

## PMI-KSA / BPM700

### Workshop Overview

The course is a guide to developing business processes and modeling them which is considered the core function for any type of project management office. From defining steps and decision nodes, roles and responsibilities to finalizing the flow charts and the associated workflow, each process requires unique analysis for requirements, needs and solution approach. Development of processes for document control and contract administration as well as other important functions will be covered in this course. The material will tackle modern trends in process modeling as well as automation practices through PMIS and other relevant BPM applications.

### Learning Objectives

- Learn how to prepare for process maturity assessment
- Practice process maturity assessment tools
- Understand how to model business processes at various levels of detail.
- Be able to rapidly and effectively analyze the “as-is” process
- Understand how to present the results of process analysis in a compelling way
- Understand how to develop effective process designs and to apply critical success factors in both process analysis and design.
- How to make the transition to implementation of new process design

### Course Outline

- Preparing for Process Maturity Assessment
- Performing Process Maturity Assessment
- Planning for Improvements
- Implementing Improvements
- Business Process Modeling
- Business Process Analysis
- Business Process Design
- Transition to Implementation
- Continuous Improvement
- Summary

### Course Duration

24 Hours

### Intended Audience

PMO Manager, PMO Offices, Quality Assurance Officer, Business Analyst, Management Consultants, Control Officer, all roles engaged in business process development and improvement.



# Measuring Return on Investment for Training & Development

## PMI-KSA / PD710

### Workshop Overview

During this workshop you will acquire the skills needed to kick off the Return On Investment (ROI) measurement of Training and Development using the leading Phillips ROI Methodology. This approach empowers you to prove to executives and decision makers the value and impact of your intangible programs especially when cutting costs or on low budgets. The ROI methodology can be applied across all types of activities, ranging from leadership development and education, to basic skills training for new employees. This result-based approach will reveal special techniques for identifying, collecting, analyzing, and reporting all types of data in a way that ensures reliable and reproducible results.

### Learning Objectives

- Identify the drivers for ROI accountability
- Acquire the ability to quickly compare and prioritize Training options
- Strengthen the communication alignment between company executives, financial managers, and HR Directors in terms of performance expectations
- Learn to link program objectives to business results
- Identify at least three (3) ways to collect data
- Learn at last three (3) ways to isolate the effects of a program
- Acquire effective steps in converting data to monetary values
- Calculate ROI, given benefits and costs
- Isolate intangible measures
- Plan a follow-up evaluation for one of your programs
- Take the first step to gain credibility in today's competitive market
- Build your personal risk-free success programs

### Course Outline

Part 1: Building Comprehensive approach to measurement

- Introduction
  - Global evaluation and measurement trends
  - Presenting the ROI History and introducing the Phillips Methodology
  - Defining the importance of value
  - Listing the current ways to measure the HR contribution
- Defining needs and objectives: Ensuring business alignment
  - Identifying Human Resources and learning needs
  - Identifying business needs
  - Presenting the levels of objectives for Learning and HR programs
- The power of Learning & Development
  - Proving the value of Learning and Development programs
  - Comparing the value of capital and non-capital investment
  - Showing the evolution of CFOs
  - Building HR accountability process

Part 2: Measurement processes

- ROI Measurement levels
  - Measuring inputs and indicators
  - Measuring Reaction and planned action
  - Measuring Learning and confidence
  - Measuring Application and Implementation
  - Measuring and Isolating the impact of Learning, Training and Development Programs
  - Identifying Benefits and costs of this process and Calculating ROI
- Intangible Benefits of Learning & Development
- Reporting Results
- Sustaining a comprehensive evaluation system

### Course Duration

24 Hours

### Workshop Format

Interactive sessions empowered with discussions, exercises and case studies.

### PMI-KSA / PMP750

#### Course Overview

The value of this course lies in understanding that we are witnessing change in organizational accountability, especially toward investment in projects and project management. Project sponsors and those who have responsibility for project success have always been concerned about the value of their initiatives.

This course equips participants with the necessary skills and know how to measure Return On Investment (ROI) for Projects and Project Management. This approach gives them the power to use international tools to implement, assess, and measure projects before they are initiated, during design & development, and during post-analysis. "Show me the ROI/money" is the familiar response from individuals asked to invest (or continue to invest) in major projects.

#### Learning Outcomes

- Identify the drivers for ROI accountability
- Acquire the ability to quickly compare and prioritize project management options
- Strengthen the communication alignment between company executives, financial managers, and project managers in terms of performance expectations
- Learn to link program objectives to business results
- Identify at least three (3) ways to collect data
- Learn at last three (3) ways to isolate the effects of a program
- Acquire effective steps in converting data to monetary values
- Calculate ROI, given benefits and costs
- Isolate intangible measures
- Plan a follow-up evaluation for one of your programs
- Take the first step to gain credibility in today's competitive market
- Build your personal risk-free success programs

#### Course Outline

- Introduction: the business case for ROI
- Overview of the ROI process
- Evaluation planning
- Developing objectives plan
- Business alignment
- Objectives at higher level
- Case application
- Data collection plan
- Collecting data during programs
- Collecting data on a Follow-up
- Sampling for data collection
- Guiding principles
- Case application
- Isolating the effects of programs
- Converting data into money
- Costs/ROI
- Intangible benefits
- Case application
- Forecasting ROI
- Individual project planning

#### Course Duration

24 Hours

#### Workshop Format

Interactive sessions empowered with discussions, exercises and case studies.

#### Intended Audience

Project Managers, Project Management Team Members, Planners, Schedulers, Senior Managers, Chief Executive Officers, Finance Managers, Human Resources Managers, Project Managers, Engineers, and Information Technology Managers.

## PMI-KSA / MS700

### Workshop Overview

The workshop will teach practical negotiation skills in the project management context while providing a clear understanding of what negotiation is, its different styles; negotiation roles that a project manager plays, pitfalls in negotiations, sources of influence, the setting of a negotiation roadmap, and the mapping of negotiations process to project management processes among other concepts.

### Learning Objectives

- Map negotiation processes to the project management framework.
- Learn contemporary negotiation tools and techniques.
- Learn to avoid negotiation pitfalls.
- Build lessons learned after negotiations.
- Build a negotiation roadmap for carrying out projects to success

### Course Outline

- Definition of Negotiation
- Impact of Negotiation on Project Success
- Negotiation and the Triple Constraint (PMI)
- The Project Manager as a Negotiator, Moderator, and Arbitrator
- Types of Negotiation
- Sources of Influence in Negotiations
- Negotiating your Way with Words
- Using your BATNA
- Avoiding Pitfalls in Negotiations
- Setting a Negotiation Roadmap Taking into Consideration the before, during, and after of the negotiation endeavor
- Compiling Lessons Learned about negotiation

### Course Duration

24 Hours

### Workshop Format

Interactive sessions matched with exercises, discussions, and workshops.

### Intended Audience

Functional Managers, Program Managers, Project Managers, Project Coordinators, Project Expeditors, Project Team Members, Sales, Marketing, Contractors, and Procurement Managers.

# Optimization and Forecasting

## PMI-KSA / OP720

### Workshop Overview

This course aims at extending the concept of quality management into two directions: Forecasting and optimization. The maturity of quality assurance implies these directions as part of continuous improvement. Forecasting minimizes the errors of future decisions whereas optimization offers better decisions under any given circumstances. Industry-specific contexts are discussed in order to reduce the knowledge footprint and raise the learning curve.

### Learning Objectives

- Understand the importance of studying data variability in order to control it.
- Appropriate different forecasting methods according to industry and data pattern context.
- Understand the tactics of optimization according to problem modeling and solution.
- Appropriate various models and methods of solution according to industry and assumptions.

### Course Outline

- Data variability
  - Uncontrollable phenomena
  - Time series an autocorrelation
  - Data visualization
- Forecasting systems
  - Naïve forecasting systems
  - Exponential forecasts
  - Trend and seasonality forecasts
- Optimization systems
  - Classical optimization
  - Linear Programming
  - LP variants and extensions
  - Network optimization
- Industry-specific systems
  - Production & services
  - Marketing & sales
  - Public administration
- Other decision making contexts
  - General decision making
  - Uncertainty, certainty, and risk
  - Future directions

### Course Duration

3 days

### Intended Audience

Managers, Engineers and Planners, Consultants, Operations Managers, Project Managers, Quality Professionals, Production Engineers, HR personnel, Marketing professionals, Analysts, Resource Managers.

# PMIS KPIs and Dashboards

## PMI-KSA / PMP600

### Workshop Overview

Visibility of information and powerful reporting are two of the important pillars that contribute to the success of the PMO. Building powerful and interactive dashboards using the most relevant key performance indicators or KPIs is one of the key functions that the PMO Manager oversees. This course offers an in-depth experience into the selection, implementation and upkeep of Project Management Information Systems (PMIS). In addition, it focuses on skills of organizing and showcasing the right data in the right place and to the right audience.

### Learning Objectives

- Understand the importance and priority of reporting through dashboards and other tools and interfaces.
- Gain sound knowledge in developing and maintaining Key Performance Indicators KPIs in a project environment to serve multiple objectives and needs.
- Learn the difference between reporting requirements of the different levels of management from senior directors to project coordinators.
- Get an in depth look into the current project management applications that integrate with dashboards and automated reporting
- Understand how designing the dashboards directly translates into its effectiveness and usefulness
- Learn data migration, integration, collection, management techniques that ultimately support the success of the KPIS and project dashboards

### Course Outline

- Overview of PMIS application
- Reporting and Dashboards
- Value of KPIs
- Time and Cost Management KPIs
- Customization of reporting levels
- Dashboard design ad structure
- Data management techniques
- Data management and data entry
- Novel concepts in Reporting
- Self-Reporting KPIs and Dashboards

### Course Duration

24 Hours

### Intended Audience

Project Managers, Engineers and Planners, Information Technology Managers, all personnel that are involved in managing and coordinating Projects, Contract Administrators, Supervision Consultants, Project Engineers, Construction Managers.

### PMI-KSA / PMP870

#### Workshop Overview

This course introduces the concept of project and investments selection into the corporate portfolio. These elements are introduced for the sake of improving corporate performance as seen fit by the strategies selected within business cycles. Since project management maturity promotes the portfolio's effectiveness, the process of selection furthers efficiency by employing different models for selection qualitative and quantitative, scored and financial. From the side of the corporation, selection criteria are aligned with strategy and the combination of selection methods and criteria produce a synergy in the portfolio continuum.

#### Learning Objectives

- Relate business strategy to portfolio management and project selection
- Properties of project selection Methods and how to choose the proper one
- Appropriation of qualitative vs. quantitative models of selection
- Level of accuracy for quantitative models
- Including intangible factors in selection

#### Workshop Outline

- Project selection criteria
  - The cost of realism
  - Sophistication with respect to capability
  - Flexibility and ease of use
  - Cost matters in regards of practicality
  - User experience in computerized processing
- Qualitative project selection models
  - Qualitative models for necessity and precedence
  - Extension and sustainability
  - Comparative benefit model
- Quantitative project selection models
  - Profitability models
    - . Payback period
    - . Discounted cash flow
    - . Internal rate of return
  - Scoring models
    - . Unweighted 1-0 factor
    - . Unweighted factor scoring
    - . Weighted factor scoring
- Choosing a project selection model
- Risk considerations in project selection
- The project portfolio process

#### Course Duration

24 hours

#### Workshop format

Interactive sessions matched with exercises, mini-cases and discussions.

#### Intended audience

Business leaders, General managers, Strategic PMO consultants, Functional managers.

## PMI-KSA / PMP990

### Workshop Overview

Programs are setup, managed and operated to produce benefits for the government, society, environment and individual beneficiaries. They establish operations units or organizations that sustain operations far after the programs are over. Often, programs do manage change and transform existing organizations to cope with the expectations of their beneficiaries.

### Learning Objectives

- Understand benefits management
- Learn to manage an appropriate program life cycle
- Identify program governance requirements
- Recognize program management roadmap

### Course Outline

- Program Management Framework
- Introduction to Programs and Program Management
- Benefits Management
- Program Stakeholder Engagement
- Program Governance Framework
- Program Lifecycle

### Course Duration

6 Hours

### Workshop Format

Interactive sessions matched with group exercises and discussions.

### Intended Audience

Experienced project managers, program managers, complex projects managers, change managers, managers transitioning into program management, strategy managers and directors.

### PMI-KSA / PgMP700

#### Workshop Overview

Many organizations are compelled to enter the project driven arena, initiate projects and capitalize on them in order to sustain market presence and growth in the current global economy as well as for other benefits. Program Management is a coveted skill and requires specific competencies. This course is a valuable milestone for new or experienced program managers who wish to test their knowledge and ability to practice all sides of program management and take their competencies to the next level.

#### Learning Objectives

- Learn to “read” project health status and make decisions for program health
- Learn and utilize tools to meet strategic objectives that enhance business results
- Develop a generic but adaptable “general” program management roadmap
- Gain the necessary knowledge needed to complete The Program Management Professional certification requirements and exam
- Practice the newly acquired concepts in a hands-on setting with group and individual exercises

#### Course Outline

- Program Management Framework
  - Introduction to Programs and Program Management
  - Program Management Performance Domain
  - Program Strategy Alignment
  - Benefits Management
  - Program Stakeholder Engagement
  - Program Governance Framework
- Program Lifecycle
  - Program Definition Phase
  - Program Benefits Delivery Phase
  - Program Closure Phase
  - Mapping of the Program Life Cycle to Program Supporting Processes
- Program Management Supporting Processes

#### Course Duration

24 Hours

#### Intended Audience

Experienced project managers, senior managers, managers transitioning into program management, benefit managers, strategy managers and directors.



### PMI-KSA / PMP700

#### Workshop Overview

The Project Management Institute's Project Management Professional (PMP) and Certified Associate in Project Management (CAPM) certifications are accepted worldwide as a benchmark for individuals working in project management. Having the PMP demonstrates that you have the experience, education and competency to lead and direct projects. Having the CAPM demonstrates your understanding of the fundamental knowledge, terminology and processes of effective project management.

#### Content Area

This course will teach the participants the logistics of the examination, how to apply for it, how to prepare for it and how to pass the exam. The course will provide the basic knowledge required, and cover all the steps needed to pass the exam and attain the PMP or CAPM certifications. The course is designed for professionals seeking to refresh their knowledge on the PMBOK before taking the PMP exam, as well as for those who are interested in understanding the science of Project Management and how it applies to their business. In other words, the course is important for experienced project managers and those who want to eventually become project managers. The course is based on PMI's latest Project Management Standard, the PMBOK 5th Edition.

#### Course Outline

##### Day One

- Introduction to Project Management
- Organizational Influences & Project Life Cycle
- Project Management Processes
- Project Integration Management

##### Day Two

- Project Scope Management
- Project Time Management
- Project Cost Management

##### Day Three

- Project Quality Management
- Project Human Resources Management

##### Day Four

- Project Communication Management
- Project Risk Management

##### Day Five

- Project Procurement Management
- Project Stakeholder Management

#### Course Duration

35 Hours

#### Intended Audience

Chief Executive Officers, Finance Managers, Human Resources Managers, Project Managers, Project Coordinators, Project Expeditors, Team Leaders, Heads of Departments, Operations Managers, Engineers and Planners, Information Technology Managers.

### PMI-KSA / PMP720

#### Workshop Overview

The course will cover key concepts of planning & scheduling. The course addresses how to identify, monitor, and balance information crucial for the successful management of projects. It will discuss the development of a baseline for the project that will allow the efficient compilation and the timely generation of quantitative performance comparisons. The comparisons highlight significant performance departures («actual vs. baseline») and allow for preventive and early remedial and corrective actions.

#### Learning Objectives

- Ability to develop a project schedule
- Construct project WBS and activity network diagrams to identify the sequence of work
- Develop schedules and compress them using a variety of methods
- Effectively assign resources and cost to build a realistic baseline schedule
- Perform schedule analysis and recommend corrective actions to keep the project on track
- Build readable and reliable project reports to keep stakeholders informed on progress

#### Course Outline

- Defining Planning & Scheduling
- Introduction to Scope, Time and Cost Management
- Creating Work Breakdown Structures (WBS)
- Adding Activities
- Creating Relationships
- Estimating Duration
- Understanding Resources
- Estimating Activities' Resources
- Comparing Effort & Duration
- Developing Project Schedule
- Comparing Project Management Plan & Project Schedule
- Scheduling the Project Plan
- Optimizing the Project Plan
- Baselineing the Project Plan
- Updating the Project Plan
- Analyzing the Project Performance
- Reporting the Project Progress

#### Course Duration

24 Hours

#### Intended Audience

Project Managers, Planning Managers, Senior Planners, Estimators, Scheduling Officers, Engineers and Planners, Information Technology Managers, and all personnel that are involved in managing and coordinating Projects.

### PMI-KSA / PMD060

#### Workshop Overview

The course thoroughly explores the area of Project Risk. Participants will learn to maximize the results of positive project events and minimize the consequences of internal and external adverse events to the project. It will cover risk management from an initial foundation in risk concepts through to leading edge processes. However, all that will be presented is founded on practical processes that have been used and are proven to deliver improved business outcomes.

#### Learning Objectives

- Understand what are risks and key risk management concepts
- Know how to identify, analyze and plan for risk responses
- Utilize various quantitative and qualitative tools and techniques for risk analysis
- Monitor and report risks and their status

#### Course Outline

- Project Risk Management: an overview
- Case Study: "name of case study"
- Risk Register Development
- Probability-Impact matrix
- Risk Response planning
- Comparative insights to risk management
- Risk Management Plan
- Case Study: "name of case study"
- Risk Register and PIM revisited
- Qualitative Risk Analysis Tools
- Quantitative Risk Analysis Tools
- Risk Response Strategies
- Controlling risks: Assessments and audits
- New trends in Risk Management
- Course Recap and closing assessment

#### Course Duration

24 Hours

#### Workshop Format

Interactive presentation of course material, case studies, in-class discussions and exercises, group work and engaging activities.

#### Intended Audience

Project Managers, Project coordinators, Risk Managers, Risk Control Officers, Program Managers, Project Management Team, Senior Managers, Functional Managers, Executives, Owners and Directors.

# Project Site Management (supervision, inspection, MOC)

## PMI-KSA / EPC800

### Workshop Overview

This course will provide engineers with the knowledge and skills to enable them managing of quality control and the inspection of work carried out healthy and safe conditions for construction site employees. It will cover areas such as developing and maintaining good working relationships; establishing, implementing and maintaining systems for managing construction sites; monitoring project activities; organizing, controlling and monitoring supplies of materials.

### Learning Objectives

- Understand the processes and the techniques of site management for engineering projects.
- Gain sound knowledge of the tools and requirements specific for site management tasks and functions, including risk assessment, cost estimation, quality control and inspection, forecasting, scheduling and task and productivity management.
- Understand the strategies and methodologies of merging technology with construction projects.
- Implement the newly acquired skills within a hands-on framework including case studies, exercises and discussions.

### Course Outline

- Contract and risk management
- Cost estimation
- Project scheduling
- Inspection and testing
- Construction site productivity
- Construction site technology
- Quality control
- Defining and selecting document control systems
- Identifying and quantifying contingencies
- Factors affecting delivery/ productivity
- Monitoring productivity
- On-site productivity improvement methods
- Implementing productivity programs

### Course Duration

24 Hours

### Intended Audience

Project Managers in the construction industry, Engineers and Planners, Information Technology Managers, all personnel that are involved in managing and coordinating Projects, Contract Administrators, Contractors, Supervision Consultants, Project Engineers, Construction Managers, Procurement Specialists.

# Quality Management Systems

## PMI-KSA / QMS700

### Course Overview

This course will provide engineers with the knowledge and skills to enable them the understanding of the laws, principles and phenomena in the field of quality management and the adoption of theoretical and practical knowledge and skills in the field of quality management.

### Learning Objectives

- Define the basic concepts, terminology and overcome legislative framework in the subject area of quality, quality control and quality management system,
- Describe ways of applying quality management in the actual organization,
- Demonstrate the capability of making quality process for the selected process,
- Perceiving the organization to determine the existence or nonexistence of the implemented quality management system,
- Demonstrate the capability of making quality process, given the well-known process, identify the standard that could be applied, the roles and responsibilities of reference legislative framework
- Choose the optimal approach to the analysis of a given process by describing the activities

### Course Outline

- Definitions of quality, explaining basic concepts.
- Overview of historical development. Management theory.
- Statistical quality control.
- Integrated quality control.
- Contemporary developments in the field of quality management.
- The role of quality control in the modern enterprise.
- Responsibility as a result of poor quality.
- Quality and standardization.
- Overview of the requirements of ISO 9000 , ISO 9001 and ISO 9004
- ISO 9001 Requirements Structure of the documentation. Implementation of documented system.
- Internal Audit
- Certification & Accreditation.

### Course Duration

3 days

### Intended Audience

Engineers, quality control personnel, inspectors, testing personnel, or those interested in the quality engineering profession.

# Quality Planning & Statistical Process Control

## PMI-KSA / QMS710

### Workshop Overview

This course walks through the process of statistically controlling quality by analyzing sample data from production and service industries thus subjecting them to tests aimed at establishing patterns of consistency either for surveying the outcomes of a process or judging the process itself. Various quality objectives serve as a yard stick for such tests and a holistic approach to quality is aggregated into an insightful practical framework.

### Learning Objectives

- Understand the statistical composition of service and production data.
- Appropriate the process of quality analysis according to the objectives of quality management.
- Combine the strategic quality management context with the available data to apply the appropriate analytical tool.
- Judge the competency and capability of the process in light of tool application.

### Course Outline

- Quality Control and the Total Quality System
  - Performance and conformance
  - Quality control and assurance
- Statistical Process Control in a Quality Improvement System
  - Chance and assignable causes
  - Control charts
  - The rest of the Magnificent Seven
- Control Charts application
  - Charts for attributes
  - Charts for measurements
- Process capability
  - Tolerance limits
  - Acceptance sampling
  - Reliability
- Other tools
  - Regression
  - Design of experiments

### Course Duration

3 days

### Intended Audience

Managers, Engineers and Planners, Consultants, Quality engineers & personnel, quality auditors, Operations Managers, Service Quality Professionals, Production Engineers, Referees, HR personnel.

# Rapid Assessment and Recovery of Troubled Projects

## PMI-KSA / PMP850

### Workshop Overview

This workshop is meant for those who are assigned to projects in serious trouble or which have major issues related to time, scope, cost, etc. This workshop focuses on helping project managers rapidly identify and correct major problems accruing during project activities. While the first and most important order of business is to prevent problems, we know that if you are in trouble RIGHT NOW, the first thing you want to know is how to recover. This workshop therefore focuses on the best practices for developing, executing and sustaining a recovery plan to get the project back on track and improving its indicators.

### Learning Objectives

- Identify and correctly define delayed and troubled projects and programs
- Learn how to monitor the main indicators of the project's health
- Understand the common and special causes for project failure
- Define and manage the stakeholders of a troubled projects
- Acquire and apply the knowledge required to leading a change initiative from its early steps to value realization
- Produce a recovery plan for a model troubled project
- Practice the newly acquired skills in workshops with case studies

### Workshop Description/Course Outline

- Defining of troubled and delayed projects
- Main causes for project failure
- Developing a roadmap to recovery
- Change management models
- Project Scheduling for troubled projects
- Cost and Risk management practices
- Project stakeholders
- Reporting and follow up activities
- Evaluation of the recovery plan results

### Course Duration

24 Hours

### Intended Audience

Project or program managers who regularly manage complex, high-visibility, high-priority projects, programs or multi-project portfolios Project team members who are involved with these same situations.

## PMI-KSA / QMS740

### Course Overview

A Reliability Engineer is an individual who understands the principles of performance evaluation and prediction to improve product/systems safety, reliability, and maintainability. Reliability engineering training equips individuals to identify and manage asset reliability risks that could adversely affect plant or business operations. This training changes the way employees view reliability, enhances the ability to, analyze, develop and administer reliable robust systems

### Learning Objectives

The course covers principles of reliability, failure rate and its relation to reliability, probability distribution of the time to failure, exponential and Weibull distributions, reliability of systems, series and parallel systems, stand by redundancy, systems mean time to failure, mean residual life, reliability in design. It also includes failure mode effect analysis, failure tree analysis, reliability testing and analysis, and warranty problems.

### Course Outline:

- Strategic Management
  - Introduction to Reliability Engineering concepts
  - Reliability in product and process development
  - Warranty Management
  - Customer needs assessment (QFD, Prototyping, Beta testing)
- Reliability Management
  - Reliability Engineering Terminologies (MTTR,MTTF,MTBF)
  - Product Lifecycle Engineering & Design Evaluation
- Probability and Statistics for Reliability
  - Statistics and Probability concepts (MTTR,MTTF,MTBF)
  - Statistical Interpretations, Hypothesis Testing
- Reliability in Design and Development
  - Reliability and Design techniques
  - Stress-Strength Analysis
  - Understand and apply FMEA, FMECA, Fault Tree and Success Tree Analysis
  - Design of Experiments
  - Fault Tolerance and Reliability Optimization
  - Application of Design for X Technique
  - Parts and System management
- Reliability Modelling and Predictions
  - Use data to enhance Product Reliability, Analysis of Reliability Model
  - Application of Simulation Techniques Estimation
- Reliability Testing
  - Identification and application of Test Strategies
  - Development Testing, Product Testing
- Maintainability and Availability
  - Management Strategies
  - Analysis of various Maintenance Types (PM, CM)
  - Non Destructive Testing, Testability
  - Spare parts Analysis
- Data Collection and Use
  - Summarizing Data collected using Trend Analysis, Weibull, Graphical Representations
  - Identify appropriate Maintenance plan through RCA and Failure Analysis.
  - Failure reporting, analysis, and corrective action system



**Course Duration**

3 days

**Intended Audience**

Engineers, quality control personnel, inspectors, testing personnel, or those interested in the quality engineering profession.

PMI-KSA ACADEMY  
PMI-KSA ACADEMY  
PMI-KSA ACADEMY  
PMI-KSA ACADEMY

# Research Techniques

## PMI-KSA / PD730

### Workshop Overview

Often parameters used in decision making are taken for granted despite the fact that acquiring them is not merely a process of data collection but rather a well-planned and continuous effort of research. This is why research techniques are important for the support of any business as it helps in adaptation, problem-solving and sustainability. This course is about necessary skills to adopt research into any organization supporting its ends as well as tools needed to manage any type of research.

### Learning Objectives

- Discuss Fundamental “Business” Analysis Concepts within the health sector context
- Understand the Roles of A Business Analyst and Project Manager and Distinguish Between Them
- Analyze Factors That Lead To Separating or Combining Business Analyst and Project Manager Roles in healthcare
- Develop a Business Case for the healthcare Project
- Practice Developing Requirement Management Plan
- Identify and Analyze Stakeholders
- Select Appropriate Techniques for Eliciting Stakeholders Requirements in healthcare
- Understand How to Trace and Monitor Requirements in health projects

### Course Outline

- The importance of research methods
  - Insight gains
  - The three tiers of research consumers
  - The value of research skills
- The research industry landscape
  - Classification by area
  - Classification by phase
  - Agencies and moderators
- Ethics in research
- Language of research
  - Concepts and constructs
  - Classification of variables
  - Propositions, hypotheses, and theories
  - Models
- The framework of research
  - The management problem hierarchy
  - Research design
  - Data analysis
  - Reporting
- The management problem
  - Dealing with client problem
  - Exploring possibilities and critical reviews
  - Grounded theory
  - Research question
  - Investigative questions
  - Measurement question
- Writing the proposal
  - Chartering the research project
  - Researcher responsibilities
  - Proposal content and structure
- Design of research
  - Sample design
    - Sample selection
    - Recruitment
    - Cost considerations
- Instrument design

- o Measurement data
- o Measurement questions
- Design patterns
  - o Design prescriptions
  - o Qualitative research
  - o Interviews
  - o Observation
  - o Surveys
  - o Experiments
- Instrumental data collection
  - o Managing & directing collection
  - o Field corrections & control
- Managing data
  - o Classifying data
  - o Cleaning data
  - o Visualizing data
- Analyzing data
  - o Analysis landscape
    - Parametric vs non-parametric analysis
    - Single-, Double- and multiple-sample analysis
- Inferential quality
  - o Margins of error
  - o Industry-specific requirements
- Reporting research findings
  - o Classification of findings
  - o Recommendations and further quest
  - o Research ownership

### **Course Duration**

24 Hours

### **Workshop Format**

Interactive sessions with many exercises, discussions and in class group workshops

### **Intended Audience**

Business researchers, Media directors, Decision makers, Business leaders, General managers, Research consultants, Functional managers, industrial designers, Investigators, Proposal managers.

### PMI-KSA / PMP800

#### Workshop Overview

This course is designed for participants to effectively gain understanding of the balance between supply and demand projects in any organization with the main objective of increasing profitability. The course also addresses the design and integration aspects between business development and project management procedures; it guides attendees through a solid roadmap empowered by business development and project management best practices.

Moreover, this course provides a new structured approach to how to initiate a new Business venture, startup or entrepreneurial initiative as a project to increase its chances of success.

#### Learning Objectives

- Learn the value of integrating project management practices with business development processes
- Identify the value of demand and supply projects to the organization
- Define and apply successful Business Development strategies
- Understand the importance of the integrated lifecycle management framework ILMF
- Develop a complete business case for a startup or a business initiatives
- Practice the newly acquired concepts through hands-on activities and interactive exercises & discussions using a variety of case studies

#### Course Outline

- Strategic portfolio management
- Balancing Supply and demand projects
- The Business development lifecycle and processes
- Proposal writing: proposal quality, schedule, communications and risk
- Mapping project management best practices to business development processes
- Internal capacity building for demand projects
- Internal capacity building for supply projects
- Quality management systems
- Professional training and development
- PMO initiation and operations
- External contracts kickoff and execution
- Integrated Lifecycle Management Framework (ILMF)
- Developing the Business case for a new initiative
- Building an entrepreneurial business model
- Feasibility and new ideas
- Project Management for a Startup organization

#### Course Duration

24 Hours

#### Workshop Format

Interactive sessions matched with exercises and discussions.

#### Intended Audience

Business analysts, Project team members, Functional managers, Chief Executive Officers, Business Development Managers, Finance Managers, Human Resources Managers, Project Managers, Program Managers and Information Technology Managers.

### PMI-KSA / PMD040

#### Workshop Overview

The success of the project is contingent on a few factors including and very importantly keeping the stakeholders satisfied. We cannot please everyone; nevertheless, identifying the major stakeholders that can affect one or more initiatives outcomes in a positive or negative manner, and seeking to earn their buy-in is quintessential. The workshop is a walkthrough over proper guidelines to maintain proper stakeholder engagement.

#### Learning Objectives

- Learn and practice how to deal with multiple stakeholders in complex projects
- Understand how to manage stakeholder expectations, including quality and performance expectations
- Develop Stakeholder Engagement Strategy
- Practice communicating with a variety of stakeholders through role-plays and scenarios
- Resolve competing expectations
- Manage project and organizational politics

#### Workshop Description/Course Outline

- Introduction
- Project Stakeholder Management
- Principles of Stakeholder Management for a Project
- Communication Management Plans
- Issue Management
- Change Management
- Conflict Resolution (personal, group and organization)
- Principles of Stakeholder Management for a Portfolio
- Stakeholder Management Strategies

#### Course Duration

24 Hours

#### Workshop Format

Presentation of course material, In-class discussions and exercises, workshops.

#### Intended Audience

Project Managers, Program Managers, Project Management Team, Senior Managers, Functional Managers, Executives, Owners and Directors.

# Statistical Foundations for Quality Management

## PMI-KSA / QMS600

### Workshop Overview

This course will provide attendees with the basics of probability and statistics required to undertake several aspects of quality management, namely statistical process and quality control. Concepts that were superficially covered during bachelor education or taken out of context are otherwise reintroduced in a practical aspect that drives at getting a grip on the tools used later in statistical quality control and process control as well as quality assurance.

### Learning Objectives

- Understand the variability of data and different control aspects via central tendencies and dispersion.
- Relate to testing uncertainties by introducing various tests aimed at different types of situations.
- Understand the basis of sound statistical judgment based on hypothesis testing.
- Realize control over chaos by reading data into summaries aimed at establishing prescribed lines of proof and robustness.

### Course Outline

- Statistics in Management
  - Uncertainty
  - Data types & sources
  - Variables & components
- Summarizing & describing Data
  - Central Location Measures
  - Measures of dispersion
  - Plots & spreadsheets
- Basic Probability Concepts
  - Rules & trees
  - Bayes' theorem
  - Discrete Probability distributions
  - Continuous Probability distributions
  - The normal distribution
- Sampling distributions
  - Sample Mean
  - Sample proportion
  - Differences
- Making inferences
  - Confidence intervals
  - Hypotheses testing
  - Non-parametric testing

### Course Duration

3 days

### Intended Audience

Managers, Engineers and Planners, Consultants, Quality engineers & personnel, quality auditors, Operations Managers, Service Quality Professionals, Production Engineers, Referees, Lawyers, HR personnel.

# Supply Chain Management

## PMI-KSA / OP700

### Workshop Overview

Supply chains are a crucial part of all industries ensuring their sustainability. This course discusses tools supporting supply chains across the various stages of the manufacturing/service process as well as lifecycle. Taken from different operations management areas these tools are used to solve deficiency and inefficiency problems across these different areas to enhance their performance leaving the whole supply chain process to integrate their different elements in an effective and efficient manner.

### Learning Objectives

- Designing the supply chain as part of the product/service lifecycle from conception.
- Breaking down the product requirement into elements introduced in to chain.
- Resourcing inventories and planning them.
- Performing tests on prototypes.
- Optimizing production across the supply chain.
- Improving the distribution process.
- Managing customer delivery and waiting time.
- Supporting maintenance and operations in the future.

### Workshop Outline

- Supply chain decision structure
  - Strategy-driven designs
  - Supplier classification & selection
  - Resolving supply chain designs
  - Planning supply design risks
- Product/service design diagrams and models
  - Resource allocation
  - Production scheduling
  - Resolving overheads
  - Demand-driven supply design
  - Production line balancing
  - Other problems
- Inventory management
  - Cost-driven inventory design
  - Model variation according to assumptions
    - . Demand variability
    - . Shortage tolerance
    - . Replenishment
    - . Seasonality
    - . Continuous review
    - . Purchase discounts
  - Resolving models
    - . Graphical representation
    - . Model solution
    - . Decision elements
  - Service level agreements
    - . Service level according to shortage
    - . Service level according to business cycle
- Simulation testing
  - Supply chain configuration
  - Stochastic elements under consideration
  - The simulation process in diagrams and spreadsheets
  - Supporting software

- Production planning for the supply chain
  - Marketing assistance
  - Product line selection
  - Mixing models
  - Sensitivity reports generation and analysis
- Manufacturing process queuing systems
  - Queues classification
    - . The Kendall-Lee classification
    - . Assumptions in queues
    - . The general client-server system
  - Intermediate KPIs for queues
    - . System status
    - . Stable systems
    - . The Markov process of supply chain queuing
    - . The dimensions of client-server formation and queue discipline
  - The economic value of queues
    - . Value of service
    - . Client waiting time
    - . Queue length
    - . Mergers and acquisitions
- Network models for distribution and maintenance
  - Maintenance and reliability
  - Scheduling maintenance
  - Optimizing repair/maintenance schedules
  - Client support and recycling products

### **Course Duration**

24 hours

### **Workshop Format**

Interactive sessions with many exercises, discussions and in class group workshops

### **Intended Audience**

Supply chain managers, Suppliers, Decision makers, Business leaders, General Managers, Consultants, Functional managers, Maintenance managers, Customer liability departments, and Service centers managers.



# Technical Writing and Documentation Management

## PMI-KSA / QMS750

### Course Overview

Technical Writing and Documentation Management provides the required knowledge to master the structuring and scoping of reports, from conception to completion. It provides a logical approach towards developing visual aids to support representation of the facts, conclusions and recommendations. In addition, it provides an overview on document control, record management, document management reveals all processes of handling documents in a manner that makes available to be created, shared, organized, stored and retrieved efficiently and effectively.

### Course Objectives

By the end of the course, participants will be able to:

- Write purposeful business and technical reports that meet readers' requirements
- Utilize different templates and report types to achieve reporting objectives
- Generate reliable conclusions effectively by researching, analyzing and organizing information
- Provide evidence-backed recommendations to support management decision making
- Use visual aids appropriately to support the presentation of information
- Apply advanced methodologies to make every report a winning report
- Reduce lost and misfiled documents
- Provide faster search and retrieval of documents
- Reduce the amount of physical space used to store documents. Such as file cabinets, boxes and shelving
- Better organize existing documents
- Streamline information and workflow
- Allow instant access to documents

### Course Outline

- The report writing process
- Reporting structure
- Report types and templates
- The power of visual aids
- Reports that win
- The principles of managing information
- Document control and records management program development process
- Characteristics of a document control and records management program
- People, responsibilities and information awareness
- Planning and action

### Course Duration

5 days

### Intended Audience

All those who are required to prepare technical reports (engineers, safety officers, technicians, accountants, managers etc.).

# The Integrated Life Cycle Management Framework

## PMI-KSA / BD720

### Workshop Overview

The phenomenon of business silos widely exists in numerous organizations and across multiple industries, especially between demand pipeline and supply pipeline business units. The lack of integration and collaboration causes organizations to lose on poorly estimated projects, where the scope of work is not clearly identified. The ILMF proposes an organizational process, with defined process governance across a continuum for one organizational process that spans over multiple business units. The successful implementation of ILMF raises profitability.

### Learning Objectives

- Gain valuable knowledge about bridging organizational silos
- Enhance corporate communications and organization collaborations
- Propose a model of governance to facilitate integrated management framework

### Course Outline

- Introduction to The Integrated Life Cycle Management Framework (ILMF)
- Organizational Portfolio Management of Supply and Demand:
  - Strategic Alignment and Business Development Office
  - Performance Management and Program Management Office
- Business Development Life Cycle:
  - Innovation and New Product Development
  - Capture Management (Opportunity Management) and Proposal Management
- Program Life Cycle:
  - Internal Development Programs
  - Transformational Change Management Programs
  - Execution Programs
  - Partnership Programs includes both Development and Execution
- Success Factors for ILMF:
  - Governance and Management Framework
  - Life Cycle continuum and integration of process between Business Development and Project
  - Organizational and Business Culture
  - Competency and skills
  - Knowledge Management
  - Demand and Supply
- Process Governance Integration Matrix:
  - Defining Phases
  - Defining Roles
  - Process Activation
  - Process Ownership
  - Endorsement
  - Governance Bylaws

### Course Duration

16 Hours

### Workshop Format

Interactive sessions matched with exercises and discussions.

### Intended Audience

Members of Board of Directors, Business Development Directors and Managers, Innovation and New Product Development Seniors, Sales Directors, PMO Directors, Program Managers, Quality Managers, General Managers, Developers, Directors, Presidents, Vice Presidents, Owners, Internal Auditors, Portfolio Managers and Officers.

### Level

Advanced Strategic Business and Organizational Development

# Total Quality Management (TQM)

## PMI-KSA / QMS760

### Course Overview

Total quality management (TQM) is a course that teaches the way to use a combination of strategy, data and effective communication to integrate quality into all aspects of your organization. It is a long-term success through customer satisfaction. It will cover seven basic quality tools to improve processes and increase your organization's operational efficiency.

### Learning Objectives

- List the benefits of quality to individuals, organizations, customers, suppliers, and society.
- Describe key events in the evolution of quality.
- Identify and describe the key components of total quality management (TQM) and understand how organizations approach TQM deployment.
- Differentiate between the TQM philosophies of six quality experts and two quality approaches: Six Sigma and the Baldrige program.
- Know the role of process management in TQM and the interrelationship of processes and systems.
- Recognize how basic quality tools can be used to help improve processes.
- Define different quality concepts related to quality evolution, TQM, process management, and the basic quality tools.

### Course Outline

- Quality Concepts: Terms, concepts and principles
- Benefits of quality
- Quality philosophies
- Team organization: Purpose, types and value
- Roles and responsibilities
- Team formations and group dynamics: initiating team members, selecting team members, team stages, team conflict, team decision making
- Continuous improvement techniques: Continuous improvement, process improvement (Six sigma, lean, benchmarking, incremental and breakthrough improvement) and Quality improvement tools
- Customer-supplier relations: Internal and external customers and suppliers, customer satisfaction and supplier management

### Course Duration

16 Hours

### Intended Audience

Those new to quality, process leader practitioners, and those who support the practice of business excellence and would benefit from formal training on the fundamentals of quality and process improvement should attend this course.

### PMI-KSA / PMD050

#### Workshop Overview

Change management is one of the most highly coveted skills at management and leadership levels. Managers and Executives find themselves compelled to initiate and lead change to success in their organizations. It requires specific know-how as well as a leading attitude. This course will cover seductive pitfalls of change; a solid blueprint to change management for change leaders and agents, tools and techniques, and impact of change.

#### Learning Objectives

- Recognize pitfalls for change and avoid them
- Develop a Full Impact Assessment for Changes in the Organization
- Evaluate a change management plan
- Categorize stakeholders, classify them, and choose a communication strategy for each category
- Acquire some tools for measuring impact of change
- Learn tools for sustaining change and acquiring business value
- Acquire the knowledge required to leading a change initiative from its early steps to value realization

#### Course Outline

- Introduction to Organizational Change Management
- Models of Change Management: History and Common Grounds
- Pitfalls of Change Management
- Anticipatory Leadership: Seeing the Current State and Predicting the Future State
- Impact Assessment
- Implementation: Challenges & Opportunities
- Planning to Measure Change: How do we do it?
- Stakeholders of Change
- Training & Job gap analysis
- Guidelines for Communication
- Transition Management
- Sustainability and Knowledge Management
- Business Value and Realization
- Process Development
- Implementation: Challenges & Opportunities
- Measurement tools and techniques: How do we measure change?
- Stakeholders of Change, Impact Wheel
- Training & Job gap analysis

#### Course Duration

24 Hours

#### Workshop Format

Interactive lecture presentations that engage the students to discuss the key concepts.

#### Intended Audience

All types of audiences and industries.

### PMI-KSA / BD700

#### Workshop Overview

Shipley's Writing Winning Proposals workshop is proven to teach proposal team members a repeatable, systematic approach to proposal preparation, for better customer responsiveness, with lower proposal costs.

The Writing Winning Proposals workshop is a two-day workshop that addresses all elements of the proposal process.

The workshop specifically addresses activities which take place between the Bid/No Bid Decision and the Submit Proposal decision gates.

#### Learning Objectives

- Develop succinct, customer focused proposals, that show understanding of the customer's vision and issues
- Consistently formulate, and articulate powerful sales messages, using proven emphasis devices
- Offer clear, discriminating, value propositions, over and above basic price information
- Deliver proposals in a format that evaluators find easier to evaluate positively
- Manage the proposal development and review process to ensure delivery of the right content, first time

#### Course Outline

- Customer Hot Buttons
- Opportunity Qualification
- Bidder Comparison Matrix
- Proposal Scheduling
- Proposal Strategy Statements
- Content Planning
- Value Propositions
- Graphics and Captions
- Theme Statements
- Proposal Review

#### Course Duration

16 Hours

#### Workshop Format

Interactive sessions matched with exercises, discussions, and workshops.

#### Intended Audience

Senior Managers, Account/Capture Managers, Proposal Managers, Proposal Contributors, Commercial/Legal staff, Estimators, Marketing staff.

## About PMI-KSA

Is the official country chapter of the Project Management Institute (PMI), which is a global organization of project management professionals headquartered in the United States, dedicated to the advancement of modern Project Management.

## About ADVISORS

Advisors is a consulting and training provider led by subject matter experts (SMEs) in the domains of project, program, and portfolio management as well as business development. The experience of our Advisors includes the set-up of project management offices (PMO) and the development of training and capacity building programs. We serve multiple industries such as government, education, engineering, telecommunications, oil & gas, utilities, healthcare, and agro-industry. We also share a special interest for NGOs & NPOs and continue to develop valuable relationships with a number of them.

## About ITQAN

ITQAN Training Center focuses on the development of Saudi skills, competencies and expertise in various fields and disciplines. The Center offers training in Business Development, Personal Development, Project, Program and Engineering Management skills. ITQAN is registered by the Official Organization for Technical and Vocational Training of Saudi Arabia TVTC (#00287205041812). ITQAN TVTC registered courses are accepted all government agencies and official institutions in the Kingdom.







## Contact info

10th Floor, King Fahd Road, Al Hussam, Dammam 34223

Phone: +966 13 807 9961    Mobile: +966 554004555    Fax: +966 13 807 9961

Email: [info@pmi-ksa.org](mailto:info@pmi-ksa.org)    Web: [www.pmi-ksa.org](http://www.pmi-ksa.org)