

PROJECT BUSINESS MANAGEMENT

THE KEY KNOWLEDGE AREA MISSING FROM THE PMBOK® AND HOW TO MASTER IT

This 2-day practical and interactive seminar is aimed at Project & Program Managers, designed to improve their understanding and skill-set in one critical, but often neglected area of project management: **sell and deliver projects and programs to a satisfied client and make a profit.**

OCTOBER 09-10, 2017 · HOTEL & CONGRESS CENTER ANTUNOVIC ZAGREB

**16
PDUs**



Presented by · Robin Hornby · PMP



Seminar Focus

- ✓ Recognition of the demands placed on the Project Manager operating in a commercial (or contract) environment and dealing with the profit-center reality
- ✓ Need to establish an extended, practical framework that intersects business and project management, while acknowledging that PMBOK® is a leading standard
- ✓ Emphasis placed on means of improving project integration between client and vendor
- ✓ Realistic assessment that the commercial environment requires PM practices that include a business orientation and not unproductive additional process specifications
- ✓ Complementary assessment that vendor firms must pay more attention to the power of the project management approach tailored to their business model and total portfolio management

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Success through Competitive Intelligence

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Overview:

Delivering a project, subject to commercial terms, might be considered a form of extreme project management. Every mistake is amplified. The vendor project manager (PM) needs techniques beyond the standard PMBOK approach, which deals only with the buyer view. This workshop examines a next level of knowledge for PMs in complex environments and offers specific commercial advice. How do business conditions impact project practice? What is the next level of project management knowledge? Are there consistent techniques and practices that more experienced project managers can adopt to manage complex projects?

The topics explored in this seminar include integration of project management, organization and accountabilities, systemization of risk, estimation, an effective approach to quality, resourcing, and essentials of finance. Each session opens with a dramatic video scenario from a complex project, followed by brief lectures, carefully designed interactive sessions, and class discussion to explore the new material. Adequate Q&A time is allowed. This is a high-content session, with an emphasis on practicality. The workshop extracts from the presenter's new book *Commercial Project Management*, which is offered as a course reference and for further study.

Care is taken to map the content to the *Guide to the PMBOK 5th Edition*, using compatible terminology and suggesting resolutions to potential inconsistencies and omissions.

Benefits of Attendance:

Commercial projects place new demands on the project manager. There is now a business relationship with the sponsor/customer organization, and a vendor sales executive to work with. Stakeholders are more numerous. The project team will come from the vendor, the customer, and third parties. Different practices, expectations, and objectives must be accommodated. Unfamiliar scenarios will have to be handled and new communication challenges confronted. This seminar will prepare you for these new challenges and provide:

- Insight into the added demands and stresses of the commercial environment
- Understanding of the transition from in-house PM to contract PM
- Avoiding the unsatisfactory results of uncritically following existing standards
- Avoiding win-lose contracts
- Learning new models and practices that extend PMBOK®, contribute to improved customer communication and integration, customer satisfaction, and vendor profitability
- Practical tips, case histories, and lessons-learned that address the specific issues of complex, commercial projects.
- Organizations whose success depends upon projects that must adhere to disciplined cost control and deliver both profit and a satisfied customer will experience these benefits:
 - Their PMs will relate to business essentials, will run their projects as profit centers, and will understand that their sponsor is also their customer
 - Business managers will recognize the potential for project management disciplines to enhance their business operations and will seize opportunities to gain much-needed business control
 - Firms who have primed their PMs with business acumen and balanced an enthusiastic and skillful sales team with delivery management disciplines are rewarded with both successful projects and repeat business, which is the secret of a firm's profitability and longevity.

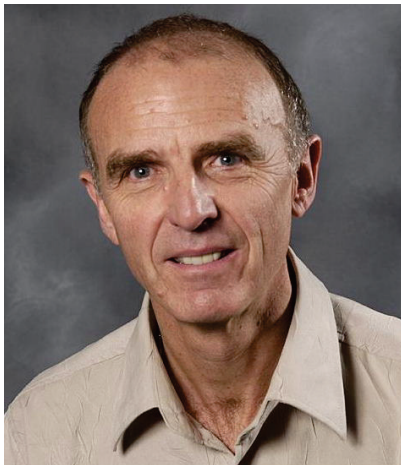
Who Should Attend this Seminar

This seminar bridges the world of business and project management. It provides the Project Manager with comprehension of the business issues, and the business manager with insight into project management methods, specifically the need for progressive commitment in the presence of risk.

The seminar is ideal for the following roles:

- Vendor Project Managers and Delivery Managers
- Project Managers transitioning to, or working in Professional Services
- Program Managers & Portfolio Managers
- PMO Directors
- Owners and Executives in a growing professional services firm
- Project/business managers in a large corporations using fixed project cost commitments and internal charge rates to create an internal economy
- Business Analysts

Your Seminar Leader



Robin Hornby PMP M.Sc. AFRAeS began his career in the UK as a systems engineer. Moving to Canada in 1977, he worked in the telecommunications sector before embarking on his PM career, ultimately becoming national delivery manager for a major US software vendor. He established Tempest Management Inc. (TMI) in 1997 as a specialist project management consultancy. Robin writes, consults, teaches the PMBOK curriculum, and has presented widely at PMI Conferences, and as keynote speaker for clients. His third book, *Commercial Project Management – A Guide for Selling and Delivering Professional Services*, was published in June 2017 by Routledge. His current focus is on writing and conducting seminars on the aspects of project management he believes are neglected

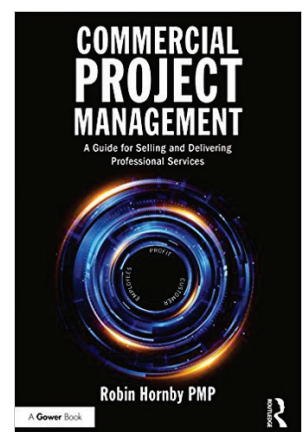
– commercial practice, methodology for collaborative procurement of services, and PM leadership to achieve project quality.

Major roles Robin held throughout more than 30 years of his career include:

- Senior System Engineer for IBM UK
- IS Operations Group Lead for Alberta Government Telephones (AGT)
- National Project Manager for development of a major government tax program with DMR Consulting
- Project Director for Australia with DMR Consulting, managing multi-million dollar portfolio
- National Delivery Manager for Intergraph Canada

Robin began writing in 2004 with *Ten Commandments of Project Management*, followed in 2013 by *Projects for Profit*. In 2017 Routledge published his third book, *Commercial Project Management*.

Robin has presented at conferences, including PMI International Symposia in the US and Europe, ARMA, ProjectWorld, regional PMI events, and as guest lecturer at the University of Calgary, the University of Athabasca, and as keynote for various city and provincial government departments.



PROJECT BUSINESS MANAGEMENT

Seminar Agenda

This seminar begins by establishing the need for new models that comprehensively and logically expand the current domain of project management to include the commercial environment. This foundation is used to support the six practices identified as critical for commercial success: client and vendor integration, accountabilities, estimating under conditions of uncertainty, solving the quality dilemma, and managing the resource pool. The seminar also includes a session on essential project financials, and general advice on building a successful services firm.

DAY 1 · Session 1: Introduction to the Business of Projects

- Orientation
- Stresses and failure causes
- The need for PM and business integration
- Weakness in the Process Group Model
- Weakness in the Knowledge Area Model

DAY 1 · Session 2: The Need for a New Architecture

- The commercial project environment
- The integrative role of a shared project lifecycle
- A functional project management model
- A vendor lifecycle for business control
- Eight core processes
- Introduction to the six core practices

DAY 1 · Session 3: Lifecycle Mapping and Project Integration

- Eliminate silos - a unified client/vendor project
- The project lifecycle as a focal point
- Deliverable and PM Activity Mapping

DAY 1 · Session 4: Organizing the Firm, the Project, and Setting Accountabilities

- Balancing sales dominance
- The role of delivery management
- Types of Professional Services organization
- Types of project (client/vendor) organization
- Using the RAA model for organizational validation
- Using the RAM model for organizational clarity and deliverables management

DAY 1 · Sessions 5: Systemization of Risk Management

- How to resolve the Sales and PM views of risk
- The risk factor model and risk ranking during the bid phase
- The risk indicator model and risk alerting during execution
- Portfolio management and the 70% rule using a risk system

DAY 2 · Session 6: Estimating

- The foundation for successful project estimating
- Top-down estimating methods
- Bottom-up estimating methods
- Rule-of-thumb estimating methods
- A practical, risk-based approach to contingency allocation
- How to deal with pressure from Sales

DAY 2 · Session 7: Solving the Quality Problem

- The two views of quality and how to reconcile them
- Three essential quality principles for the commercial firm
- The four components of a low cost QMS
- Useful quality models, checklists, and templates to establish quality requirements
- An overview of advanced quality

DAY 2 · Session 8: Managing the Resource Pool

- Best practices for hiring
- Four vital resource management metrics
- Resource planning
- Essential resource management techniques

DAY 2 · Session 9: Essentials of Finance

- The financial flow from booking, to revenue, to receivable, to cash
- Dealing with financial pressure
- Core contractual issues and contract structure
- Rate setting
- Operational and business models
- Types of performance indicators (KPI)

DAY 2 · Session 10: Advice for the Services Firm and the Question of Methodology

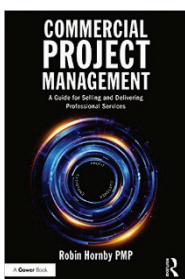
- Approach to the marketplace and billing multiples
- Optimum economic potential
- Delegation and employee authority
- Skills assessment and training programs
- Do you really need a methodology?
- A look at the future – collaborative procurement

Seminar starts each day at **8:30am** and finishes at **4:30pm**. Lunch a 3 coffee-breaks are provided.

All participants receive the Certificate of Attendance. The course is in line with PMBOK Guide 5th edition. Talent Triangle **PDU** distribution: Technical PM: **5** · Strategic & Business: **6** · Leadership: **5**

PROJECT BUSINESS MANAGEMENT

To reserve your participation please complete the registration form and send it to operations@ktcintl.com				
PARTICIPANTS' INFORMATION			EVENT DETAILS – Please choose your event!	
Name			PROJECT BUSINESS MANAGEMENT	
Job Title			October 09-10, 2017	
e-mail			Hotel & Congress Center Antunovic	
Name			Zagreb, Croatia	
Job Title			REGISTRATION FEES	Please mark the appropriate box!
e-mail			Standard single delegate fee	€ 1,295 / delegate
Name			PMP/PMI-Member fee with 10% off	€ 1,165 / delegate
Job Title			Group 4+1 fee with 20% discount	€ 5,180 for 5 delegates (€ 1,036 average)
e-mail			INDIVIDUAL EARLY-BIRD DISCOUNT AVAILABLE UNTIL SEPTEMBER 16, 2017	
Name			Register now and receive 20% off	€ 1,036 / delegate
Job Title			GROUP EARLY-BIRD DISCOUNTS AVAILABLE UNTIL SEPTEMBER 16, 2017	
e-mail			3+1 Free seat: Register 4 delegates now and save € 1,295 (25% discount)	€ 3,885 for 4 delegate (€ 971 average)
Name			4+2 Free seats: Register 6 delegates now and save € 2,590 (33% discount)	€ 5,180 for 6 delegate (€ 863 average)
Job Title			All above listed fees are gross . Discounts & Promotional Offers cannot be combined. In case of multiple discounts availability, the higher discount applies.	
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REGISTERING ORGANIZATION			AUTHORIZATION	
Name			I certify that the above information is correct. I am aware of the prerequisites of the registration.	
EU VAT No.				
Street			Name	
City			Job Title	
Country		Post Code	Signature	
Phone No.			Date	
TERMS & CONDITIONS				
Hotel Accommodation & Airport Transfer				
Accommodation is not included in the training participation fee. To arrange accommodation at the conference venue, you will receive a reservation form with our Special Corporate Rate. Please arrange the room reservation and airport transfer directly with the hotel.				
SALES CONTRACT				
This registration form constitutes a legally binding sales contract between the Executor and the Client. All terms are mutually accepted and agreed in good faith.				
1. Fees: Registration fees are inclusive of program materials, luncheons and refreshments, but exclude accommodation and travel expenses.				
2. Payment terms: Following the receipt of the registration form, all payments are due within 5 (five) business days. All payments must be received before the commencement of the event. After registration all payments must be executed within the terms herewith irrespective of attendance. Should a portion of the Contract price be subject to state, federal, or local taxation, or VAT if applicable, the Executor reserves the right to add such charges to the final invoice or recover such sums from the Client at the time when they become due.				
3. Cancellation/Substitution: Substitution is allowed by providing a written notice is given to the Executor, not later than 2 working days before the event. Otherwise all registrations carry a 50% cancellation liability of the contract value immediately after an authorized registration form has been received by The Executor. By signing this registration form the client agrees that in case of any dispute or cancellation The Executor will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason The Executor decides to postpone or cancel the event, The Executor is not responsible for covering airfare, hotel or any other cost incurred by the clients. Any cancellation received in less than 10 working days before the event carries 100% payment liability. No refund, partial refund or any alternative offer shall be made.				
4. Indemnity: The Executor reserves the right to change the event content, date, and venue should circumstances require. In such cases no penalty, partial refund or refund or alternative offer shall be made. In the event of the Executor permanently cancels the event for any reason whatsoever, and provided that the event is not postponed or merged with any other event at a later date, the Client shall receive full payment returned in 14 business days after the proposed initial date of the event. The client hereby indemnifies and holds the Executor harmless from and against any and all costs, damages, expenses including attorney fees, which are incurred by the Client.				
5. Copyright: All intellectual property rights in all materials produced and distributed by the Executor are expressly reserved and any unauthorized duplication, publication or distribution is prohibited without written permission of the Executor.				



By submitting your registration prior to **September 16**, each participant will receive not only the early-bird discount, but also a hard-cover copy of the latest book by Robin Hornby – **Commercial Project Management: A Guide for Selling and Delivering Professional Services**

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