

A Successful 5-Day In-house Training Course

Managing Complex Projects for Oil & Gas Professionals



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WHY CHOOSE THIS TRAINING COURSE?

Designed for experienced project managers, this workshop will challenge existing abilities to manage complex projects effectively. There are particular challenges inherent to the Oil & Gas industry where project managers aim to deliver large, complex projects under extremely difficult conditions. Lack of project management skills can easily ruin a potentially successful project and this workshop aims to ensure that delegates utilise the skills wisely to deliver competently in the future and experience firsthand the challenges and rewards.

Through an intensive five-day project simulation, delegates will experience real-world situations in which recommendations and decisions impact the outcome of their Oil & Gas case-study project. As part of the course, delegates will deliver a presentation based on the same case-study, developing a toolkit of templates and productivity tools that can be utilised back in the workplace.

The course will feature:

- Analysis of components of a complex project
- Application of a complexity assessment model to a case study
- Building an adaptive project management plan
- Decomposing a complex programme into manageable components
- Delivering probabilistic estimations
- Optimising your project with best practice processes

WHO IS THIS TRAINING COURSE FOR?

This course is suitable to a wide range of professionals but will greatly benefit:

- Programme managers
- Project managers
- Project support managers
- Senior project control professionals with responsibility for managing project schedules and costs

WHAT ARE THE GOALS?

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

- Describe the unique qualities of complex projects
- Identify how managing large, complex, and multiple projects is different from smaller isolated projects
- Develop techniques to manage and coordinate project managers, subcontractors, customers, team members, and vendors
- Identify methods to handle complex cost constraints
- Identify methods to handle multiple resource constraints and keep resources for your project(s)
- Describe ways to manage scope in a rapidly changing business environment
- Identify and describe control mechanisms to ensure complex projects remain on time, within budget, and within predetermined quality metrics
- Explain how to assess and recover troubled projects
- Describe methods of identifying, managing and reporting risk
- Define elements of a successful RFP and methods for writing great contracts
- Identify various project implementation techniques

HOW WILL THIS TRAINING COURSE BE PRESENTED?

The course is highly interactive with a challenging case study based on a real-life work scenario. Participants will team together to apply techniques learned from the presentations. Participants will receive a thorough training with the Tutor utilising a variety of proven adult learning teaching and facilitation techniques. Seminar methodology includes an insight into industry best practice project management delivery tools and processes. The programme uses an applicable case study, and includes group discussion and critical analysis of actual projects. Prior knowledge of the fundamentals of projects is assumed, but will be covered briefly to ensure general understanding. New concepts and tools are introduced to enable delegates to progress from fundamental to more advanced project concepts.

Daily Topics

DAY ONE

What is complex project management?

- PM basics – level setting
- Identify complex project environmental factors
- Project Complexity Matrix
- Unique qualities to managing complex projects
Review workshop case study

Stakeholder Management

- Understand who the key stakeholders are and how they may impact upon the project
- Consider implications of unclear needs and expectations
Learn how to manage and coordinate multiple stakeholder needs
- Review methods to analyse your project sponsorship
- Discuss techniques to leverage different resource categories

DAY TWO

Preparing for Project Delivery

- Project success criteria - how the project will be measured as successful
- Define project requirements
- Develop the scope – using product and work breakdown structures

Managing Team Resources

- Explain the Teaming Model
- Tools to assist with effective team management and communication
- Methods to manage international and other virtual teams
- Techniques to leverage your position in a positive way

Manage the Integration

- Conflict management techniques
- Phases of negotiation”

DAY THREE

Project Risk and Contingency Analysis

- Risk Management Process & Model
- Identifying Potential Risk Events typical in an Oil & Gas project
- Understand qualitative and quantitative analysis techniques
- Design appropriate risk response planning strategies

Project Controls and Change Management

- Review the impact scope creep can have on projects and team members
- Examine project controls and methods they can deliver to assist project management delivery
Discuss strategies for identifying and handling scope creep as a subset of project change
- Examine change in a complex project environment
- Understanding the best-practice change processes used in projects

DAY FOUR

Contract Management

- Discuss how to prepare a Request for Proposal (RFP)
- Learn how to review RFP responses
- Understand contract consideration and terms
- Review management approaches for different contract structures
- Gain knowledge to establish completion criteria
- Define required elements of a Statement of Work (SOW)

Daily Topics

Project Communication & Support

- Knowledge transfer and its importance in the Oil & Gas industry
- The benefits of utilising a Project Support Office
- Project Review Techniques
- Engaging with Oil & Gas Partners and key stakeholders

Surviving Project Audits

- Preparing for an audit
- Identify the roles involved in an audit
- Prepare your project team - Realise what the auditors will be evaluating
- Review audit closeout procedures

DAY FIVE

Project Cost and Schedule Recovery

- Project Cost and Schedule Recovery Techniques relevant to the Oil & Gas industry
- Find and evaluate “Buy-In”
- Examine the “Critical Path” and “Victory Path”
- Methods to update communication plans
- Leveraging staff
- Develop your own evaluation checklist
- Implications of late recovery practices

Implementation

- Implementation of products created through complex projects
- Business considerations to address prior to installation
- Planning activities to prepare for implementation
- Pre-installation and implementation activities to maximize success probability

Quality Certifications

ISO 29990 : 2010 Certified



ISO 9001: 2015 Certified



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