

Advanced Risk Management 2010

Advanced Project Management Training using PMI-RMP® and PRINCE2® Techniques

Throughout this course, you will be immersed in many live case studies to simulate project risk experience from planning to project close. Appropriate tools will be introduced to assist you to perform your risk management tasks.

Shanghai, China

28th & 29th October 2010

This two-day training course will grant you 14 PDUs.

Your International Facilitator:

Francis Hung, Managing Director – ProTrain China Consulting

ProTrain China Experience

Beijing Olympics

► Support and enhance the Program Management Office to deliver projects in 3 areas: TV Broadcasting, International Sponsorship & Ticketing

Shanghai F1 Championship

► Set up a Program Management Office to manage the deployment of F1 properties in TV broadcasting and magazine publishing

Guangdong Nortel

► Set up a Program Management Office in the JV Guangdong Nortel in China for cost reductions projects

BUPT Nortel R&D Center

► Start up the first Nortel R&D Center in China for Wireless network development programs

About Francis Hung

Specialization

- Project Management Consulting & Training
- Setting up project management office (PMO)
- Strategic program management and purchasing management

Sector & Industry Experience:

Manufacturing, Telecom, Information Technology, Finance, Call Center operation

Major Projects

Shanghai 168 Internet Call Center, SYWG security B-share trading system, Nortel digital cross connect program manager, NASA space shuttle EMI component reliability program, Greatwall CDMA service and billing system

Testimonials

“One of the best course I ever received, Francis is absolutely a trainer’s trainer.” Helen Liu, VP & Associate, Adfaith Management Consultant, Beijing, China.



Who Should Attend?

Executives, directors, project managers, sponsors and anyone who has a stake in seeing a project through to its successful completion. Prior project management experience is assumed for those who take this advanced project risk management course.

Throughout this course, you will be immersed in many live case studies to simulate project risk experience from planning to project close. Appropriate tools will be introduced to assist you to perform your risk management tasks. The Apollo® project risk simulator will be performed at the end to test your knowledge of risk management, how you will react to various risk scenarios and how you stand against your peers, and how your project will end up at the end. This simulation will give you a long lasting memory of how to properly de-risk and react to the risks in your projects. You perform risk management activities including:

- Creating your Risk Management Plan from a proven model
- Developing and updating a Risk Register through a systematic incremental process
- Applying a 7-step qualitative risk analysis process to determine probability, impact and exposure
- Quantifying risks according to EMV, Utility, Monte Carlo simulation and impact on estimates
- Designing a risk response strategy
- Detecting and responding to risk events using Earned Value Analysis (EVA)
- Justifying budget and time contingencies
- Updating your risk database and determining process improvements
- Develop a complete risk management plan with your team
- Run the simulation with the skills learned from the class

Testimonials

“Francis is an experienced and well organized trainer with good understanding of the subject. His unique Project Management tool that is so useful and covers all important aspects of project management.” – Oonagh Chan, Head of Broadcast Division, Hong Kong Jockey Club.

Pre-Course Questionnaire

In order to tailor this course precisely to your needs, the course leaders would value information on your knowledge, experience and requirements.

Thursday 28th October 2010

Topics Covered:

Day 1 AM

Overview of Project Risk Management

- Recognizing risk in all projects
- Using risk management best practices, tools and techniques to achieve project success

Designing Critical Platforms for Success - Creating a Risk Management Plan (RMP)

- Analyzing contents of a model RMP
- Applying a standard template to create your RMP

Identifying project risk

- Common sources of project risk
- Identify risk at different phases of project life cycle: initiation, planning, execution and control, closing.
- 9 components of project management risks.
- Risks and opportunities associated with various development models: waterfall, Agile, Scrum
- Risk Identification Tools:
 - Creating Ishikawa diagrams to analyze cause and effect relationships
 - Utilizing checklists
 - Influence Diagram
 - Mind Mapping
 - Delphi Technique
 - How to properly apply brainstorming technique
 - SWOT analysis
- Problem Solving Techniques
 - Kepner-Tregoe problem solving
 - Decision Tree
 - Fishbone Diagram
 - Flowcharting
- Business Risk vs. Project Risk
- Organization Risk

Case study exercise

Developing a Risk Register

- Analyzing contents of a model Risk Register
- Applying a proven template to create your Risk Register
- Communicating risks to stakeholders
- Documenting risks for future assessment

Case study exercise

Luncheon



Day 1 PM

Improving Project Performance through Qualitative

Analysis - Analyzing risks through qualitative measures

- Performing probability and impact analyses of identified risk
- Applying the probability and impact matrix
- Advanced applications of qualitative analysis
- Applying risk value management to IT projects

Prioritizing analysis results

- Ranking project risks
- Differentiating between acceptable and unacceptable risks

Analyzing Risks Using Quantitative Methods -

Quantifying effects of risk events on the project

- Determining probability of achieving cost and time objectives
- Calculating contingency reserves
- Identifying trends in quantitative analysis
- Ranking risks by actuarial cost

Tools for analysis

- Expected Monetary Value (EMV)
- Three-point estimates
- Probability distributions
- Delphi Technique
- Simulation

Case study exercise

Conclusion Day One

Topics Covered:

Day 2 AM

Risk Response Planning - Implementing risk response

Strategies

- Accept
- Avoid
- Transfer
- Mitigate
- Exploit
- Share
- Enhance
- Quantifying residual risks and secondary responses

Creating contingency plans

- Determining the worst-case scenario
- Recalculating confidence levels
- Finalizing risk budget
- Applying a 7-step process to risk response planning

Making Decisions under Uncertainty

- Practical applications of Prospect Theory
- Recognizing bias with Utility Theory

Tools to enhance objectivity

- Applying decision trees with Precision Tree tool
- Dealing with unknown risks using workarounds

Case study exercise

Luncheon

Day 2 PM

Monitoring and Controlling Risk - Identifying emerging project risks

- Matching identified project risk with controls including Risk Audit, Variance Reports, Reserve Analysis
- Anticipating risk events through risk triggers
- Measuring risk using earned value analysis (EVA)

Case Study

Ensuring effective change control

- Developing a reliable change request process
- Recommending corrective action



Leveraging Project Experience

- Creating an end-of-project risk report
- Compiling lessons learned in a risk database
- Recognizing the value of mistakes
- Ensuring continual process improvement
- Risk management role from Project Management Office (PMO)

Case Study and exercise



Workshop Summary & Closure

Workshop Schedule

Day One & Two

- 0830 Registration and coffee
- 0900 Workshop commences
- 1045 Morning refreshments
- 1115 Workshop re-commences
- 1200 Luncheon
- 1300 Workshop commences
- 1500 Afternoon refreshments
- 1530 Workshop re-commences
- 1730 Workshop concludes

28th & 29th October 2010

About Martin Linking

Martin Linking Business Consulting plans to produce more than 80 trainings and conferences and works with senior executives from the majority of the world's top 1000 companies to improve their business strategy and match their learning and training needs in one year. And we continue to grow.

We also invite the leading business practitioners, industry decision makers and innovators to share insights, best business practice, and new technology at our forums. **We are dedicated to give attendees cutting edge information they can use immediately.** We constantly research and listen to all industry sectors to ensure that the business intelligence we provide is timely and cutting-edge.

Course Benefits:

Projects are in pursuit of opportunities, as opportunities arises, so as risks. The ever changing of the business environment, be that of new technologies, people, business models are constant challenges to business and project managers. All projects involve risk, to quantify and manage risks, you need to thoroughly analyze risk before and during a project. Aligned with the PMI Risk Management Professional (PMI-RMP)® and PRINCE2® project management approach, this course provides the skills to identify, measure and management risks in business, project development, implementation and service. You learn to quantify risks and create risk response strategies to deliver projects and services that meet stakeholder expectations.

In-House Training Solutions:

If you have a number of delegates with similar training needs, then you may wish to consider having an In-House training solution delivered locally on-site. Course can be tailored to specific requirements.

Please contact **Whitney Shen** on **+86 28 6552 1255** or email **whitney.shen@martinlinking.net** to discuss further possibilities.

Course Format:

Trainer will use practical examples and case studies to reinforce and expand the scope to cover applicable concepts in this training.

About your facilitator

Francis Hung, PMP, P. Eng, RCDD

Managing Director – ProTrain China Consulting

Francis Hung, P. Eng, MBA, PMP, PRINCE2, ITIL, EIPM is a bilingual professional specializing in portfolio, project and program management and purchasing management. For the past 30 years he has worked with large companies in project and project office managements from the US, Canada and Asia. In particular, his work in the adaptation of project management processes and his creation of earned value management tool to assist business to manage their projects more effectively. Thanks to his years of experience with Nortel, Systek and North America aerospace industries, he brings practical information, an insider's view of the corporate world, and many live stories (both from his own experience and from her co-workers, vendors, and friends in the corporate community) to match the theory to reality. Francis was a Nortel program manager and senior VP of Systek directing multiple projects simultaneously following the Nortel corporate project management process, which he now applies to his own independent project management consulting business.

Manufacturing:

- Chemical Process Engineering in developing a manufacturing line for military electronic ceramic production, using statistical quality control technique.
- Electronic assembly Engineering: in production of military power supply modules meeting extreme environmental requirements at Murata Erie.
- Circuit pack manufacturing support for Nortel high volume telephone line circuit pack production. Achieving high yield and production capacity (7 million units/year) objectives.
- Project manager on a joint program with Motorola in manufacturing a high volume solid-state over voltage silicon chip module at 300K units per week.

Telecom:

- Silicon chip designer for Nortel first digital telephone system.
- Program manager for Nortel's data cross connect system.
- First internet enabled call center for Shanghai 168 call center.
- China Mobile network management system.
- Program manager for China Greatwall CDMA mobile network billing and roaming control (HLR) system.

Finance:

- Project director for China largest B-share security trading system.

Standards:

- US Military-standard 202 and 28861 implementation for EMI program
- North America Bell Telephone system spec on LSSGR standard development
- ISO-9001 certification for first R&D lab in China.

Leadership:

- Started the first Nortel R&D center in Beijing in 2004.
- Senior VP of Hong Kong Systek Information Technology (a listed company).
- President of Canadian Ceramic Society.

高级风险管理 2010

使用 PMI-RMP®和 PRINCE2 的®技术的高级项目管理培训

在整个培训过程中，你将沉浸在许多精彩的案例研究中，以模拟从项目计划到结束的风险的体验。将介绍合适的工具以协助你履行您的风险管理任务。

中国上海

2010年10月28-29日

参加此次为期两天的培训课程，您可以获得 **14 个 PDU**。

您的国际培训师:

Francis Hung, 董事总经理 – ProTrain China Consulting

ProTrain 在中国的经验

北京奥运会

►支持和加强北京奥运会项目管理办公室在3个领域成功交付项目：电视播放，国际赞助及门票

上海F1大奖赛

►建立一个项目管理办公室来管理F1的相关内容在电视播放和杂志出版的部署

广东北电

►在广东北电建立一个项目管理办公室来进行成本削减项目

北京邮电大学北电研发中心

►在中国开始第一个北电无线网络开发项目研发实验室

关于 Francis Hung

专长

- 项目管理咨询与培训
- 建立项目管理办公室 (PMO)
- 战略项目和采购管理

部门和行业经验:

电信，信息技术，金融，制造，呼叫中心运营

主要项目

上海168互联网呼叫中心，申银万国证券B股交易系统，北电网络数字交叉连接项目经理，美国宇航局航天飞机项目的EMI元件的可靠性项目，长城CDMA服务和计费系统



谁应参加?

管理人员，董事，项目经理，赞助商以及会碰到项目成功结束风险的任何人。参加这次高级项目管理课程的人应该具备一定的项目管理经验。

在整个培训过程中，你将沉浸在许多精彩的案例研究中，以模拟从项目计划到结束的风险的体验。将介绍合适的工具以协助你履行您的风险管理任务。项目结束时将使用 Apollo® 项目风险模拟器测试您的风险管理知识，你将如何应对各种设想的风险，以及您如何对阵您的同事，以及结果您项目结束得怎样。这个模拟会给你如何正确地化解风险和对风险作出反应的长久记忆。您将执行的风险管理活动包括：

- 根据行之有效的模式建立您的风险管理计划
- 通过系统的渐进过程来建立和更新风险记录单
- 应用 7 步定性风险分析过程，以确定概率，影响和风险揭露
- 根据 EMV，实用工具，蒙特卡罗模拟和估计影响来量化风险
- 设计一个风险应对策略
- 使用挣值分析 (EVA) 来检测和应对风险事件
- 调整预算和预留时间
- 更新您的风险数据库，确定流程改进
- 与您的团队开发一个完整的风险管理计划
- 运用从课堂上所学到的技能进行模拟

证言

“Francis 是能非常好地理解这个主题的一位经验丰富和条理分明的培训师。他独特的项目管理工具非常有效，并涵盖了所有项目管理的要点。” – Oonagh Chan, Head of Broadcast Division, 香港赛马会。

“这是我受到的最好培训之一，Francis 绝对是一个培训师的培训师。” – Helen Liu, VP & Associate, 正略钧策, 北京, 中国

预先课程问卷

为了使这一课程真正适合您的需求，培训师将会评估你现有的知识，经验和需求。

2010年10月28日 星期四

涵盖的主题:

第一天 上午

项目风险管理概述

- 认识到在所有项目中的风险
- 如何利用最优方法, 工具与技巧来达到项目成功

设计重要的成功平台 - 建立一个风险管理计划 (RMP)

- 风险管理计划模型的分析
- 如何利用标准模板来建立一套风险管理计划

识别项目中的风险

- 一般项目风险的来源
- 识别项目在每一个阶段不同的风险: 包括启动、计划、执行、控制、收尾等
- 项目管理中的 9 大风险
- 跟项目风险和回报相关的几个模型: 瀑布式, 敏捷, Scrum
- 风险识别工具:
 - 创建石川图来分析因果关系
 - 利用清单
 - 影响图
 - 心智图法
 - 德尔菲法
 - 如何正确运用头脑风暴法
 - SWOT 分析
- 问题解决技巧
 - Kepner-Tregoe 解决问题方法
 - 决策树
 - 鱼刺图
 - 流程图
- 商业风险与项目风险
- 组织的风险

案例研究与练习

风险记录单的制订

- 分析风险记录单的内容
- 如何使用一套实用的风险记录单模板
- 怎样把风险与利益关系者沟通
- 如何做风险记录作将来评估之用

案例研究与练习

午餐



第一天 下午

利用风险定性分析改善项目表现 - 通过定性的措施来分析风险

- 使用机率与影响方法来分析已识别的风险
- 使用机率影响矩阵定位风险
- 高级定性分析的应用
- 风险价值管理在 IT 项目中的运用

分析后的结果优先排序

- 项目风险排序
- 区分可接受和不可接受的风险

用定量方法分析风险- 量化项目风险事件的影响

- 确定能达到项目成本与时间目标的机率方法
- 善后保留费用的计算
- 识别定量分析的趋势
- 以保险统计方法来排列风险

风险分析工具

- 预期货币价值 (EMV)
- 三点估算方法
- 机率分布法
- 经验谈 (德尔菲法)
- 模拟法

案例研究与练习

第一天总结

2010年10月29日 星期五

涵盖的主题:

第二天 上午

风险应对计划 - 实施风险应对策略

- 接受
- 避免
- 转移
- 减轻
- 开拓
- 分摊
- 增强
- 剩余风险、二次风险

善后计划的准备

- 最坏情况的确定
- 信心水平的重新计算
- 风险预算的落实
- 如何使用风险应对的7步过程

在不确定环境下如何下决策

- 展望原理 (Prospect Theory) 的实际应用
- 了解 Utility Theory 的偏差

客观定位工具

- 利用 Decision Tree 与 Precision Tree 的方法
- 如何使用临时处理办法处理未知因素

案例分析与练习

午餐

第二天 下午

风险的监控与控制 - 识别将要发生的项目风险

- 把已经发现的项目风险与各种控制匹配, 包括风险审计, 差异报告, 储备分析
- 通过风险触发预测风险事件
- 利用挣值管理(EVA)来衡量风险

案例分析

确保有效的变更控制

- 设定一套可靠的变更请求的流程
- 推荐纠正措施



从经验吸收教训

- 创建一份项目总结报告
- 总结经验教训至一个风险数据库
- 认识到错误的价值
- 确保持续的过程改进
- 项目管理办公室 (PMO) 在风险管理中的作用

案例分析与练习



培训总结与结束

培训时间表

第一天和第二天

- 0830 签到和早茶
- 0900 培训开始
- 1045 上午休息
- 1115 培训继续
- 1200 午餐
- 1300 培训开始
- 1500 下午休息
- 1530 培训继续
- 1730 培训总结

2010 年 10 月 28-29 日

关于马汀令可

马汀令可商务咨询计划每年组织超过 80 场的培训和会议，与全球 1000 强公司的高层经理一起提高他们的商务战略，满足他们的学习和培训需求。并且我们在不断成长。

我们邀请领先企业的管理者，决策者和创新者在我们的活动中分享他们的思想观念，最佳商业实践和新技术。我们致力于为我们的客户提供即刻可用的前沿信息。我们不断地研究和聆听所有行业的声音来保证我们提供商业信息是及时和前沿的。

此次培训的益处:

项目总是在寻求机会，机会出现的同时，风险也在出现。不断变化的商业环境，无论是新的技术，人才，商业模式都是对企业和项目经理不断的挑战。所有项目都涉及到风险，以及量化和管理风险，你需要在项目进行前和项目进行中彻底分析风险。与 PMI 专业风险管理 (PMI-RMP®) 和 PRINCE2® 项目管理方法一起，本课程提供了在商业、项目进行、项目实施和服务中识别、衡量和管理风险的技巧。你将学会如何量化风险以及建立风险应对策略，以交付项目和服务，从而满足利益相关者的期望。

内训方案

如果贵公司有许多人有类似的培训需要，那么你不妨考虑内部培训的解决方案。培训将在贵公司现场举行。并且培训可以根据您具体的要求进行。

请联系 Whitney Shen 来讨论合作的可能:

电话: +86 28 65521255

电邮: whitney.shen@martinlinking.net

培训形式:

培训师将利用实际案例和案例分析来加强和扩展这次培训中概念的应用范围。

关于您的培训师

Francis Hung, P. Eng, MBA, PMP, PRINCE2, ITIL, EIPM

董事总经理 – ProTrain China Consulting

Francis Hung, P. Eng, MBA, PMP, PRINCE2, ITIL, EIPM 是一位能讲流利中文和英文双语的专家。他专于组合管理、项目管理、计划管理和采购管理。在过去的 30 年里，他参与了来自美国、加拿大和亚洲的大型企业的项目及项目办公室管理。尤其是他在改编项目管理过程和挣值管理工具的工作帮助了商业企业更有效地管理其项目。归于他在北电，Systemk 和北美航空航天工业的多年工作经验，他带来了实用的信息，局内人的企业世界观，许多生动的故事（包括来自他自己的经验和他的同事，供应商，和企业圈的朋友）以匹配理论和实际。Francis 曾是北电的项目经理和 Systemk 的高级副总裁，他运用北电公司的项目管理过程同时指导多个项目。他现在把这些用于他自己的独立的项目管理咨询业务中。

制造业:

- 运用统计质量控制技术，用“化工过程工程”开发军事电子陶瓷的生产的一条生产线。
- 电子组装工程: Murata Erie 零部件在在生产军事电源模块对极端环境的要求。
- 北电大容量电话线电路板的生产的电路板制造支持。实现高产量和生产能力（7 百万/年）的目标。
- 作为与摩托罗拉公司的生产大容量固态过电压硅芯片模块（30 万件每周）的合作项目的项目经理。

电信业:

- 作为北电第一代数字电话系统的硅芯片设计师。
- 北电的数据交叉连接系统的项目经理。
- 上海 168 呼叫中心的第一代应用互联网的呼叫中心。
- 中国移动的网络管理系统。
- 中国长城 CDMA 移动网络计费 and 漫游控制（HLR）系统的项目经理

金融:

- 中国最大的 B 股证券交易系的项目负责人。

标准:

- 美国军方 202 和 28861 标准在 EMI 项目中的实行。
- 在 LSSGR（LATA 交换系统一般要求）标准发展中的北美贝尔电话系统的规格。
- 中国第一个研发实验室的 ISO - 9001 认证。

领导能力:

- 于 2004 年在北京启动第一个北电的研发中心。
- 香港 Systemk 资讯科技（上市公司）的高级副总裁。
- 加拿大陶瓷学会主席。

Advanced Risk Management 2010

SH10037-Sales Contract-Please Complete in Capital Letters and Black Ink

Sales Contract

Please complete this form immediately and fax back to

Whitney Shen

Fax No: +86 28 6552 1233

Fee Per Delegate

Two Day Training Fee US \$1295 per person

All the registered delegates are entitled for a set of documentation free of charge

DOCUMENTATION US \$500

If you are unable to attend the conference/training but wish to receive copies of the conference/training documentation, please complete the sales contract, tick this box and return the contract with payment details.

Full Payment is required within 5 working days

Name: _____

Position: _____

Email: _____

Name: _____

Position: _____

Email: _____

Name: _____

Position: _____

Email: _____

Organisation: _____

Address: _____

Town: _____ State: _____ Postcode: _____

Tel: _____ Fax: _____

Nature of Business: _____

Company Size: 1-99 100-249 250-499

500-999 1000+

Authorization

(Signatory must be authorized to sign on behalf of contracting organization.)

Name: _____

Position: _____

Signature: _____ Date: _____

This booking is invalid without a signature.



Register Now

Contact: Whitney Shen

Tel:+86 28 6552 1255

Fax:+86 28 6552 1233

Email: whitney.shen@martinlinking.net

Business Opportunities

An exhibition space is available at the conference. Sponsorship opportunities covering lunch, evening receptions and advertising in documentation packs are also available. Please contact Ms. Whitney Shen at +86 28 6552 1255.

Payment Method

Our payment terms are 5 working days on receipt of invoice and full payments can be made by bank transfer.

开户名: 成都马汀令可商务咨询有限公司

开户行: 中国工商银行成都市暑袜南街支行

账号: **4402928009022523952**

CONFIRMATION DETAILS: After receiving payment, a receipt will be issued. If you do not receive a letter outlining the conference details two weeks prior to the event, please contact the Conference Coordinator at Martin Linking.

Terms & Conditions:

1. Fees are inclusive of program materials and refreshments.
2. Payment Terms - Following completion and return of the registration form, full payment is required within five (5) working days upon the issuance of invoice. Payment must be received prior to the conference/training date. A receipt will be issued on payment. Due to limited conference/training seats, we advise early registration to avoid disappointment. We reserve the right to refuse admission if payment is not received on time.
3. Client's Cancellation/substitution - Provided the total fee has been paid, client's cancellation must be received in writing by MAIL or FAX four (4) weeks prior to the event in order to obtain an 85% credit to attend for any future **Martin Linking** Events. Under such circumstances, **Martin Linking** will retain the other 15% service fee to cover expenses for prior cost that has already been incurred upon the acceptance of registration. All bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by **Martin Linking**.
4. If, for any unexpected circumstances or reasons that **Martin Linking** decides to postpone this event, the client hereby indemnifies and holds **Martin Linking** harmless from any cost incurred in by the client. The event fee will not be refunded, but can be credited to future **Martin Linking**' s events. **Martin Linking** reserves the right to change the content without notice.
5. Copyright etc. - All Intellectual Property rights in all materials produced or distributed BY **Martin Linking** in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is strictly prohibited.
6. Important note: In the event that **Martin Linking** permanently cancels the event for any reason whatsoever, (Including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the client shall receive a refund for the amount that the Client has paid to such permanently cancelled event.