ONLINE PROGRAMME

MODELLING COMPLEX PROJECTS

4-WEEK ONLINE COURSE   **2 HOURS** PER WEEK

For the latest Open Enrollment Schedule, **please click here**

Key Benefits of Attending:

- Understand the complex context in which we typically work

- Understand why standard project management mindsets and tool sets are ineffective in navigating complex contexts

- Learn methods used for complex projects modelling techniques

- Build a complex project model using System Dynamics to gain a comprehensive analysis of how soft characteristics influence project behaviours

Dr. George Sifri
PMP, CCP, CISA, CCE, CM,
PSP, EVP, PMI-RMP, PMI-SP

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PMI Talent Triangle

Ways of Working	4
Business Acumen	3
Power Skills	1

OVERVIEW

As of today, about 20% of the world's economic activity is done via projects. The expected rise in project-based work over the next decade is expected to be 68%. Most projects today are characterised as medium to high complexity. 44% of strategic projects failed to be implemented, because people cannot manage complexity and change in operating environment.

A complex project is characterised by uncertainty in defining objectives, the changing environment within which it takes place, and its holistic and interdisciplinary nature. These characteristics of complex projects imply that classical ways of analysing projects are becoming less appropriate.

This comprehensive course has been designed to blend theoretical, conceptual exposure with hands-on engagement and building of complex projects models. Using these models will enable project managers to have a holistic way of analysing complex project behaviours and managing their performances. The primary aim of complex project modelling is to be able to shift our thinking from that of seeing just parts to seeing whole systems and to be able to communicate this insight.

In this course, participants will learn system modelling approach; language of systems modelling and learn how to graphically represent systems. These diagrams and vocabulary will enable participants to reason about a wide variety of phenomena while being able to effectively communicate this to others. Participants will have a chance to use state of the art software for computer simulation.

TARGET AUDIENCE

- **Project Managers** who are seeking effective techniques to model the behavior of complex projects

- **Members of the Project Management and Business Analysis communities** who are looking to expand their knowledge on characteristics of complex projects

- **Anyone who is involved in advising and informing Senior Management** about project strategies such as independent auditors, advisors to the project manager, member of the project management office and consultants to the project team.

COURSE REQUIREMENTS AND CERTIFICATES

Delegates must meet two criteria to be eligible for an Informa/PMI Certificate of Completion:

- Successful completion of all modules of the 4-week online course
- Pass all module online assessments with a score of at least 70%
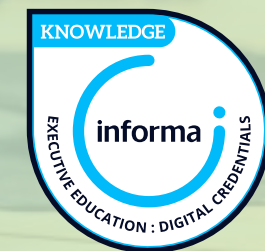
ASSOCIATION

PMI - Project Management Institute

Informa Middle East is an approved Registered Education Provider (REP) with the Project Management Institute (PMI).

As an REP Informa Middle East is approved by PMI to issue Professional Development Units (PDU) for our training courses. The REP programme has been designed to enhance the ongoing professional development of PMI's members, those credentialed through PMI and others in the project management profession.

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COURSE OUTLINE

Course Introduction

- Principles and concepts of complexity
- The business case for complexity management

Module 1 - Modelling Overview

Module 1 will provide you with the fundamentals of project modelling and the elements of the VUCA framework.

- What is a model?
- Why do we model?
- Modelling in practice
- Validation
- Modelling process
- Characterises of a complex project

Exercise 1: *carry out a project complexity assessment*

Timed assessment

Module 2 - The Soft Effects

Module 2 will analyse the people aspect of a complex project and its impact on project performance.

- The soft aspects within a project and their impact on project behaviour of changes and perturbations
- Project's performance and its relation to internal structure and operating policies as well as those of customers, competitors, suppliers, and other stakeholders
- Analyse how customers, competitors, suppliers, and other stakeholders impact a project's performance

Exercise 2: *identify soft project characteristics that have a severe impact on project behaviour*

Timed assessment

Module 3 - Introduction to System Modelling

Module 3 will introduce a lightweight modelling language that builds upon standard concepts within systems theory to model complex projects.

- Mental models
- System dynamic approach
- The context in which system dynamics arose
- Examples of typical ways in which system dynamics is used
- Examples of the benefits of using system dynamics
- Examples of the central assumptions of system dynamics
- Limitations of systems dynamics

Exercise 3: *Develop a casual loop diagram to model schedule variance*

Timed assessment

Module 4 - The Basics of Systems Modelling

Module 4 will apply System Dynamics modelling approach to complex projects.

- Read causal relationships in Casual Loop Diagram (CLD)
- Identify the different kinds of feedback loops (i.e. reinforcing and balancing) in a model
- Read behaviour over time graphs
- Identify and describe systems archetypes and leverage points

Exercise 4: *develop and analyse models using real case studies*

Timed assessment

ONLINE PROGRAMMES

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COURSE DIRECTOR

Dr. George Sifri
PMP, CCP, CISA, CCE, CM,
PSP, EVP, PMI-RMP, PMI-SP

Dr. George Sifri is a senior consultant with Strategy Execution. He has more than 30 years of experience in managing projects and has worked with companies such as Motorola, HP, DOW JONES, BP, ABB Group, Orange, PKN Orlen, Lukoil, Novatek, Evraz, and Novartis. He worked on consultation projects such as PMO planning and implementation, procurement strategy development, schedule and cost risk reviews, risk management workshops, and project management procedures development, and reviews.

Dr. Sifri has been working extensively with BP "Projects & Engineering College" since 2002 where he delivered courses in UK, Singapore, China, Egypt, and USA. He has also been working with LUKOIL and Moscow School of Management "SKOLKOVO" since July 2013 where he designed, developed and delivered "LUKOIL Project Management Process" Course. As of today, he completed more than fourteen deliveries in Russia, Uzbekistan, and United Arab Emirates. Moreover, Dr. Sifri has designed/developed a fully integrated project management and business analysis curriculum for Management Training and Development Centre in Warsaw, Poland.

Previously, Dr. Sifri was the Head of Software Development at Consolidated Contractors International, one of the top 16 firms in the construction industry worldwide, for more than 10 years. Prior to joining Consolidated Contractors International, Dr. Sifri was the EDP manager for Save the Children Federation; a US based non-government organiation that works closely with UNICEF, for more than six years. Dr. Sifri was the Head of Product Development at Computers and Communication Technology (CCT) for the period 1999 - 2001.

Dr. Sifri has given numerous lectures and training courses on strategic information systems, managing software development, relational databases, electronic document management systems, software risk assessment, information systems auditing, workflow systems, project control systems, document control systems, managing mega industrial projects, and knowledge management to practicing professionals around the world. He is also the author of tens of articles on project management.

Professional & Academic Qualifications

- PhD in Business Administration - California Coast University
- Advanced Master's Certificate in Project Management - George Washington University
- Master's Certificate in Government Contract Management - Defence Acquisition University
- Master's degree in Engineering Management - California Cost University
- Bachelor's degree in Electrical Engineering - American University of Beirut
- Postgraduate Business Studies Certificate - Edinburgh Business School
- Project Management Professional (PMP)®
- Certified Cost Engineer (CCE)
- Earned Value Professional (EVP)
- Risk Management Professional (PMI-RMP)®
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MODELLING COMPLEX PROJECTS

Course	Final Fee
MODELLING COMPLEX PROJECTS	US$ 1,750

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