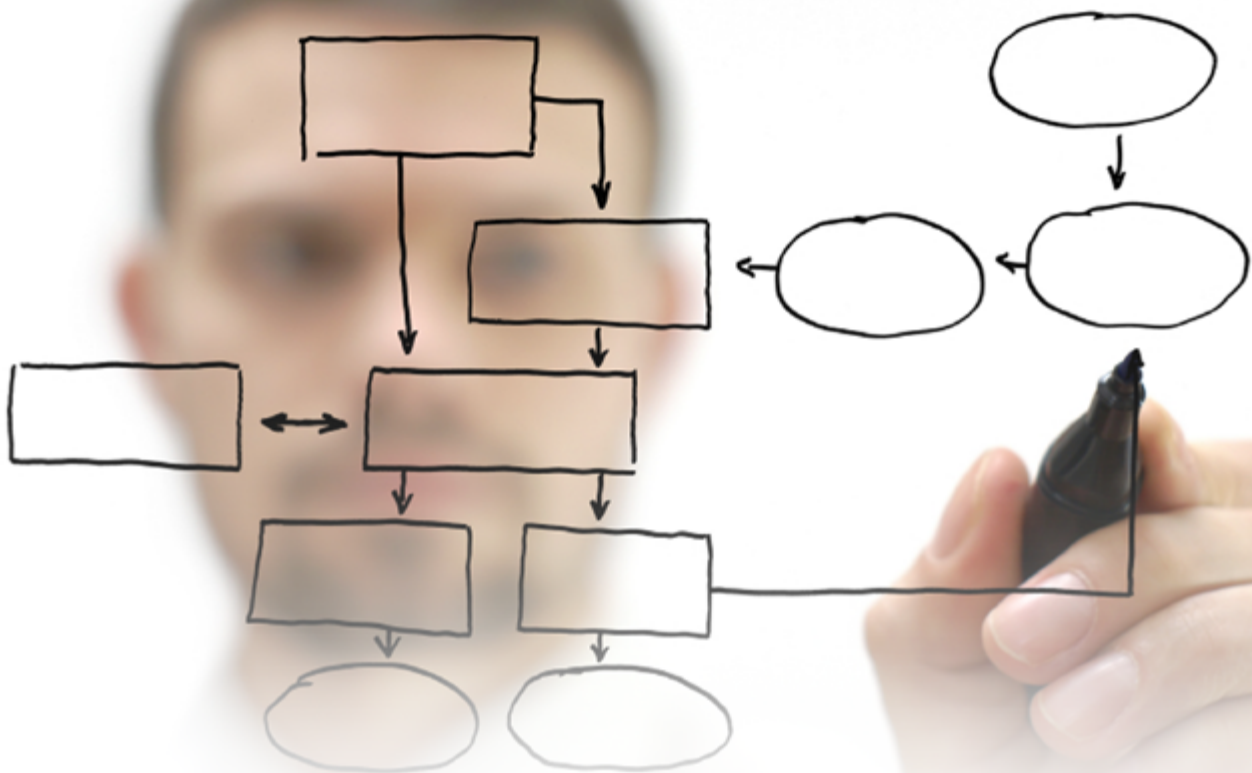


# Project Management and Appraisal

24 - 28 August 2015,  
Johannesburg, South Africa



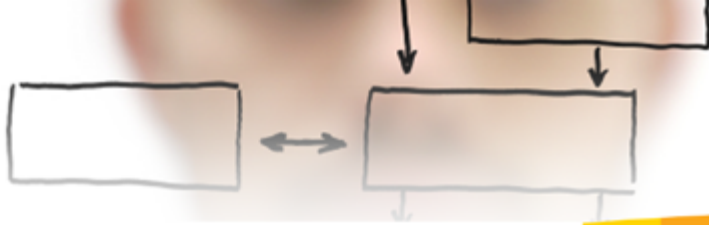
COMMONWEALTH  
TELECOMMUNICATIONS  
ORGANISATION



## Overview

This five-day course discusses the principles, tools and techniques as well as best practices for successful project management appraisal. Project management related topics include the project manager, project teams, project organisations, project planning, scheduling and control, project communications, project risk, quality and costs. Project management software tools will be incorporated as part of the course, supplement with the control of a sample project during class.

For more information  
about this course, or to  
register, contact us on:  
**Tel:** +44 (0) 208 600 3800  
**Fax:** +44 (0) 208 600 3819  
**Email:** [h.muchando@cto.int](mailto:h.muchando@cto.int)



## OBJECTIVES

Participants will be able to:

- draw up a comprehensive project appraisal ready for review by senior management.
- apply state-of-the-art project management tools.
- build and manage a functional project team.
- manage the financial resources of a project and manage project risks.
- maintain comprehensive communications throughout the project and manage stakeholders.

- Concept brief
  1. Project statement
    - Goals, objectives and mission
- Project organisation
  1. Implementation approach, performance measurements
- Final document: Project appraisal for submission
  1. Structure and content

## TARGET AUDIENCE

Technical, commercial and financial telecommunications professionals from operators; management staff from regulatory agencies involved in policy formulation, licensing administration, overall economic feasibility assessment or interoperability activities.

## COURSE OUTLINE

### Module 1

- Need for project management
  - IT, technical project management vs. non-technical
  - Changing management styles dictated by fast moving markets, competition and emerging networks
- Project management methodologies
  - PMI (Project Management Institute) PMBook®
  - PRINCE2® (Projects in a controlled environment)
  - Agile project management
  - Other project management methods

### Module 2

- Project appraisal
  - Keys steps
    1. Forecast costs and benefits, select appraisal criteria assess risk
    2. Estimate the cost of capital, value the options
    3. Consider overall corporate benefits and perspective
  - Project concept analysis
    1. Project sponsors, cost-effectiveness and feasibility
    2. Identification of stakeholders
    3. Development of decision package
      - Problem statement and solution proposal
      - Stakeholder list
      - Funding requests

### Module 3

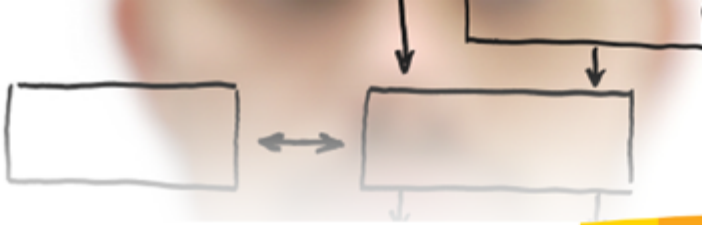
- Project management process
  - Project basics
    1. Common project failings and reasons for failure
    2. Project management terms and project methodologies
- Project processes
  - Project initiation
  - Controlling a project stage and stage boundaries
- Project control components
  - Business case, project control, project workplan
  - Quality and risk management
- Project techniques
  - Project plan and project flow diagram
  - Change control and quality review
- Project essentials
  - Project work plan (MS Project®)
    1. Other project views: GANTT, PERT, and critical path method
- Project reports
  - Report dependencies
  - Report structures

### Module 4

- Project team management
  - Team selection
  - Team dynamics
  - Project leader attributes
    1. Management of people, team, project and processes
    2. Conflict resolution
  - Issue management
    1. Risk management and common risks in projects
    2. Managing problems and conflicts

### Module 5

- Financial control of projects and project budgets
  - Project scheduling
    1. Developing a project budget, and time-phased budget control



- 2. Project control through performance measurements
- 3. Controlling deviations and acceptable deviations
- 4. Regaining control of the project
- Earned value management

## COURSE TRAINER

### Karl Hentschel

Karl Hentschel carries a BEng (Bachelor in Electronic Engineering) and an MBA (Betriebswirtschaftsverwaltung) obtained in Germany. In addition, he participated in deep dive training throughout his career, specifically in project management, risk mitigation, business continuity, marketing concepts and other topics relevant to his responsibilities. From 1968 to 1990, Karl held senior line and staff positions in the areas of regulatory relations, network operations, planning and expansion, customer service, marketing, training and product development at AT&T Canada. He was a senior member of the team supporting long distance competition in Canada, responsible for developing the operational plan and the underlying budgets. He worked closely with regulatory staff at the CRTC in Canada and with the FCC in the US on cross border services and facilities.

In his consulting practice, Karl conducts training courses and workshops globally ranging from competitive marketing strategies in Saudi Arabia to detailed technology topics in both fixed wireline and wireless network environments in several Commonwealth countries. He conducted courses covering the same topic in Solomon Islands, Sri Lanka, The Gambia and Fiji. He is a member of BICSI, PMI and IEEE.

**Who we are**

The CTO is the oldest and largest Commonwealth organisation engaged in multilateral collaboration in the field of ICTs. Using in-house and partner experience, it supports members in integrating ICTs to deliver effective development interventions that emancipate, enrich, equalise and empower people within the Commonwealth and beyond.

**What we do**

The work of the CTO goes back to the Organisation's creation in 1901 as the Pacific Cable Board. Since then, the CTO has been at the centre of continuous and extensive international communications development funding, cooperation and assistance programmes. Since 1985, the Organisation has delivered to its members in Europe, the Caribbean, the Americas, Africa and Asia-Pacific over 3,760 bilateral and multilateral telecommunications and ICT capacity building projects in the form of policy, operational and regulatory training, and expert assistance. Moreover, the CTO has been at the forefront of generating cutting-edge knowledge through its research and consultancy services, as well as sharing ideas through its conferences and workshops held around the world. This long history as a development facilitator provides the Organisation with a unique and growing delivery capacity for ICT4D programmes and services.

**Supporting ICT4D in the Commonwealth**

The CTO seeks to work collaboratively with other Commonwealth bodies to build mutually beneficial synergies in the interests of its members. The CTO has a key role to play in leading ICT4D initiatives across the Commonwealth, and it is committed to working together with other Commonwealth entities to reduce overlap and replication of activities. The CTO welcomes the opportunity to offer secretariat support to any Commonwealth ICT initiatives that reflect the needs and interests of its members.

## Registration Form

### Personal Details

Mr/Mrs/Ms/Other \_\_\_\_\_ First Name \_\_\_\_\_ Last Name \_\_\_\_\_  
 Job Title \_\_\_\_\_  
 Organisation \_\_\_\_\_  
 Address \_\_\_\_\_  
 City \_\_\_\_\_ Postcode \_\_\_\_\_ Country \_\_\_\_\_  
 Tel. \_\_\_\_\_ Mobile \_\_\_\_\_ Fax \_\_\_\_\_  
 E-mail \_\_\_\_\_  
 Authorising Line Manager's Name \_\_\_\_\_  
 Authorising Line Manager's E-mail \_\_\_\_\_

Event ID: 7985 14 August 2015

### REGISTRATION DEADLINE

### 3 SIMPLE WAYS TO REGISTER!

Fill in and fax this form back at  
**+44 20 8600 3819**

Call the programme team at  
**+44 20 8600 3800**

E-mail the programme team at  
**programmes@cto.int**, quoting the course  
"Event ID" above.

### NEED HELP?

Call us now on +44 20 8600 3800  
or e-mail the Programmes team at  
**programmes@cto.int**

### Payment Options

1. Select Delegate Rate (please refer to the list of CTO members/PDT Partners provided overleaf)

	Standard Rate	Early Registration by: 10 July 2015
CTO Members	<input type="checkbox"/> £750	<input type="checkbox"/> £700
Others	<input type="checkbox"/> £1,150	<input type="checkbox"/> £1,100

2. Payment Mode (choose from either Invoice, Bank Transfer, Cheque, or Credit Card)

Invoice  
Invoice me at the above address  
 (Discounts do not apply, payment  
 must be received by us prior to the above  
 event's start date)

Bank Transfer  
To: Coutts & Co., 440 Strand, London WC2R 0QS, UK  
 A/c Name: CTO; A/c Number: 83675071  
 Reference: GB72COUT18000208367507  
 Sort Code: 18-00-02; Swift Code: COUT GB22

Cheque  
Cheque enclosed,  
 payable to "CTO HQ"

Credit Card: Visa / Mastercard (circle as appropriate)

Card Holder's Name \_\_\_\_\_

Card Holder's Billing Address (if different from above) \_\_\_\_\_

Card Number

Valid From   /   Expiry Date   /   3-digit security code on back of card

### Signature

Date \_\_\_\_\_ Name \_\_\_\_\_ Signature \_\_\_\_\_

### Additional Information

To help us improve our services to you and your organisation, please tell us more about you and your organisation.

#### Your role in the organisation

Strategic/executive  
 Planning  
 Control  
 Operational

#### Your area of work in the organisation

Business development  
 Corporate affairs  
 Customer service and care  
 Engineering and technical management  
 Financial, purchasing and investor relations  
 IT/IP management  
 Marketing and sales  
 Public relations and corporate communications  
 Regulatory and legal affairs  
 Telecoms network management  
 Human resources  
 Other

#### Your organisation type

Government  
 Regulator  
 Operator  
 Manufacture  
 Other

#### Your organisation's service areas

Fixed network/services  
 Mobile/wireless network/services  
 Satellite network/services  
 Internet  
 Broadcasting  
 Value-added services  
 Support  
 Other services

### Summary Terms and Conditions

The CTO will endeavour, as can be reasonably expected, to ensure that the course is delivered to meet delegates' expectations. Registration is subject to availability and payment received by the deadline where specified, or else before the course start date, whichever applies. Dates may be subject to changes. Travel, accommodation, daily transportation to venue, subsistence and other costs are the sole responsibility of the delegate and are not included in the above fees. Applicants are responsible for their visa arrangements and other formalities wherever required. Course bookings may be cancelled at the discretion of the CTO or its partners. Applicants paying by bank transfer are responsible for bank charges and any other such costs and should ensure the exact amount in GBP Sterling is credited in the CTO bank account. Applicants requiring additional information prior to their booking should ensure they provide sufficient time before the booking deadline. Cancellation rules apply, as summarised below. For a full version of our Ethical Framework or our Terms and Conditions, please visit our website at [www.cto.int](http://www.cto.int)

### Cancellations / Refunds

For delegate cancellations/withdrawals, the following refund rules apply:  
 - 31 days or more prior to event: the full amount less a handling charge of 10% or a minimum of £55, whichever applies  
 - 30 days or less prior to event: no refund  
 For CTO cancellations/withdrawals, delegates are entitled to a 100% refund within 60 days of the withdrawal/cancellation.  
 Refunds will be made by bank transfer only.

### Data Protection / Privacy

The CTO does not sell, rent or lease its customer information to third parties. We may, from time to time, contact you on behalf of a third party/partner about a particular offering that may be of interest to you. In those cases, your unique personally identifiable information (e-mail, name, address, telephone number) is not transferred to the third party/partner. In addition, we may share your information with trusted partners to help us perform statistical analyses, send you by e-mail or postal mail, provide customer support, or arrange for deliveries or other such services. All such third parties are prohibited from using your personal information except to provide these services to the CTO and they are required to maintain the confidentiality of your information. For more information about our privacy policy, visit our website at [www.cto.int](http://www.cto.int).

Fax it back to +44 20 8600 3819, or return to the CTO at [programmes@cto.int](mailto:programmes@cto.int).