



LEARNING GUIDE



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Introduction



Who are we?

TAFAWOQ – the Arabic word for excellence – is an elite Project Management Centre of Excellence focusing on developing the competencies of industry professionals in Qatar, and the surrounding region. TAFAWOQ seeks to play a pivotal role in supporting the delivery of large capital investment projects, while adhering to industry best practices. It achieves these goals by functioning as a knowledge transfer platform, which aims at laying the foundations of a solid professional project management community in and around Qatar. TAFAWOQ delivers world-class competency development programmes, nurtures the professional community network and advocates the development of a National Association of Project Management Professionals, in cooperation with The Association for Project Management (APM).

Background

Established in 2011, TAFAWOQ is a partnership between Qatar Petroleum, Qatar Shell and Hamad Bin Khalifa University. This alliance is committed to the support of project management professionals currently overseeing the unprecedented investment programmes that will accomplish Qatar's development plans, laid out in the Qatar National Development Strategy and the Qatar National Vision 2030.

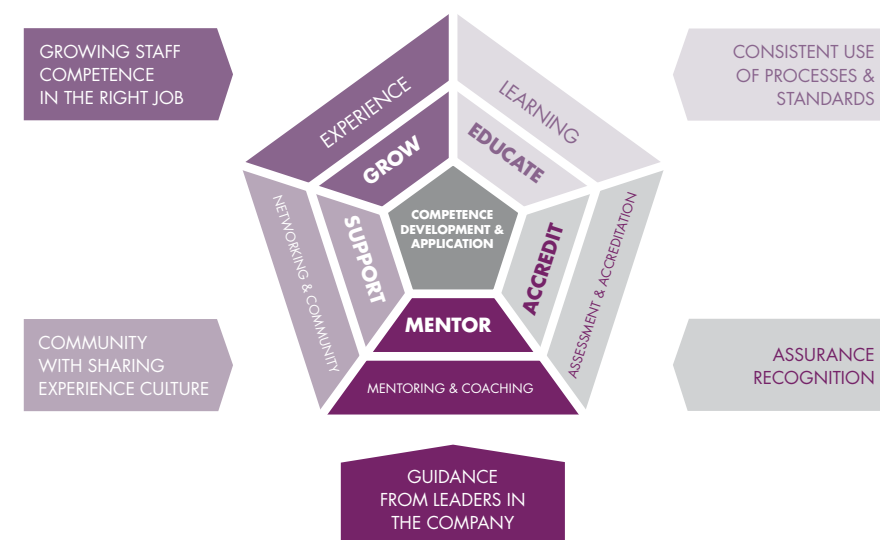


Why Join TAFAWOQ?

Your participation in TAFAWOQ's courses will ensure considerable enhancement of your professional project management competencies and skills, through modules delivered by our world-class tutors. Our syllabus is delivered through a series of virtual, work-based and face-to-face training sessions, all of which are based upon the internationally- accredited Shell Project Academy 'Pentagon Model' curriculum, while drawing from Qatar Petroleum's experience of successfully executing large-scale capital projects.

The TAFAWOQ integrated programme is based upon the five internationally recognised dimensions of professional competency development, originally devised by the International Project Management Association (IPMA). Moreover, the TAFAWOQ 'Pentagon Model' adopts a five-dimensional approach to competency development, as illustrated in the diagram below.

At TAFAWOQ, the foundation of your knowledge will be built through classroom instruction. Once attained, your learning will be developed through practical 'on-the-job' experience, designed to allow you to master your newly acquired skills. Furthermore, to ensure your continued professional development, your learning process will be augmented by access to an established community of professionals, who will support you through active coaching and mentoring. However, before you attain certification from the APM, you will be required to undergo an assessment of your newly obtained skill sets.



Why Join TAFAWOQ



The Key Elements of 'The Pentagon Model':

EDUCATE: Our programmes are delivered in association with four elite international universities, including the TU Delft University of Technology in the Netherlands, the Cranfield School of Management in the UK, the University of Texas at Austin in the US, and the University of Queensland in Australia. At TAFAWOQ content quality assurance and programme delivery is coordinated by the Shell Project Academy in conjunction with the British Association for Project Management, all in accordance with the International Project Management Association standards. Therefore, the centre's elite global partnerships not only reinforce its credibility, but favourably position it as a recognisable Project Management Centre of Excellence across the region.

GROW: Practical experience is the cornerstone of successful competency development. At TAFAWOQ we address all levels of project management proficiency, from awareness and knowledge, to skill and mastery. Furthermore, the TAFAWOQ team and its network of experts will assist you in the application of your newly acquired skills through various means, one of which is the 'We've taken it Back to the Business' coaching session.

SUPPORT: TAFAWOQ provides the basis of a knowledge transfer platform bolstered by regular community events and an online portal. By taking part in our programme you will essentially be helping to lay the foundations of a thriving regional community of project management professionals engaged in propagating a self-sustaining learning cycle.

MENTOR: At TAFAWOQ, we pride ourselves on providing each individual with the proper support and mentorship required to help them sustain long-term career development. Through our guidelines and best practices we unlock the knowledge and experience of senior professionals and transfer them to junior counterparts.

ACCREDITATION: Assessment and accreditation are central to the development of the project management profession in Qatar, and the surrounding region. The role of the Association for Project Management (APM) is to provide a benchmark against which the knowledge and competency of project professionals can be measured. Therefore, at TAFAWOQ, we have aligned our integrated competence development programme with the standards set by this internationally respected organisation, in order to facilitate the assessment and subsequent accreditation of all participants on our courses. Participants of the 'Essentials of Project Management' course (EoPM) can go on to take a formal examination and receive the APM PMQ certification.

The Association for Project Management

The Association for Project Management (APM) is the chartered body for the project profession. APM has 30,000 individual members and more than 500 organisations participating in its Corporate Partnership Programme, making APM the largest professional body for project management in Europe.

The foundation of the TAFAWOQ 'Pentagon Model' rests upon the internationally recognised five dimensions of professionalism, as originally developed by the APM.

- **Breadth** of understanding as defined by the APM Body of Knowledge,
- **Depth** of ability in line with the APM Competence Framework,
- **Achievement** through professional qualifications and a portfolio of evidence,
- **Commitment** through Continuing Professional Development,
- **Accountability** through APM membership and the code of professional conduct.

Qualifications are an essential part of the Five Dimensions of Professionalism. APM's qualification. The APM qualification and certification programme offers a progressive structure of qualifications starting from Project Fundamentals Qualification (PFQ), through Project Management Qualification (PMQ), Project Practitioner Qualification (PPQ) and ultimately Chartered Project Professional (ChPP). APM also offers two levels of Risk Management certification for Project Managers and all those involved in project risk management.

Our Learning Approach



Our teaching methods involve a blended learning approach that comprises virtual learning, work-based activities and face-to-face instruction, using live case studies. During the programme, you will find that this combination offers the ideal mix of theory and practice, ensuring a quality learning experience that is set to impact business where it matters. The theoretical element of the programme is delivered in several different ways, including virtual and face-to-face learning phases. Subsequently, our work-based activities will help you to apply your newly acquired knowledge directly to the workplace, to ensure your seamless progression.

TAFAWOQ Learning

Virtual Phase: All the TAFAWOQ courses begin with the virtual phase, where learners are required to read the assigned learning material and apply it to specific tasks. This initial, yet vital, phase of the programme is supported by the open-source virtual learning platform, Moodle, which has been adopted across the entire TAFAWOQ tuition spectrum.

Face-to-face Phase: This classroom-based instruction phase ensures that you meet your instructors in real time, allowing for plenty of opportunities to expand upon the knowledge acquired in the virtual phase. The classroom-based instruction phase will also see you undertake group assignments while working with live case studies, based on real projects.

Registration	Prep./Logistics	Virtual	F2F
		<ul style="list-style-type: none"> - Typically 109 weeks - Virtual learning - Participant assignments scored - F2F coaching / Virtual classrooms - Online / telephone help from faculty 	<ul style="list-style-type: none"> - Typically 1 week - Highly interactive - Moderation by 2 facilitators - Workshop assignments - Case studies
<p>Moodle is a widely acclaimed educational tool comprising various functions that include:</p> <ul style="list-style-type: none"> • A class notice board that allows instructors to update you regarding schedules and timetables • A mailbox through which you can submit assignments and receive feedback for Questions and Answers • A discussion and networking platform that allows for engagement with peers to enhance your virtual learning experience • A question and answer forum in which you can post enquiries 			

Who Should Attend:

This learning portfolio caters to the needs of project professionals at various stages of their careers, and takes into account diverse roles and circumstances.

Foundation

The foundation modules will provide you with a broad introduction to the project management subject matter.

Core

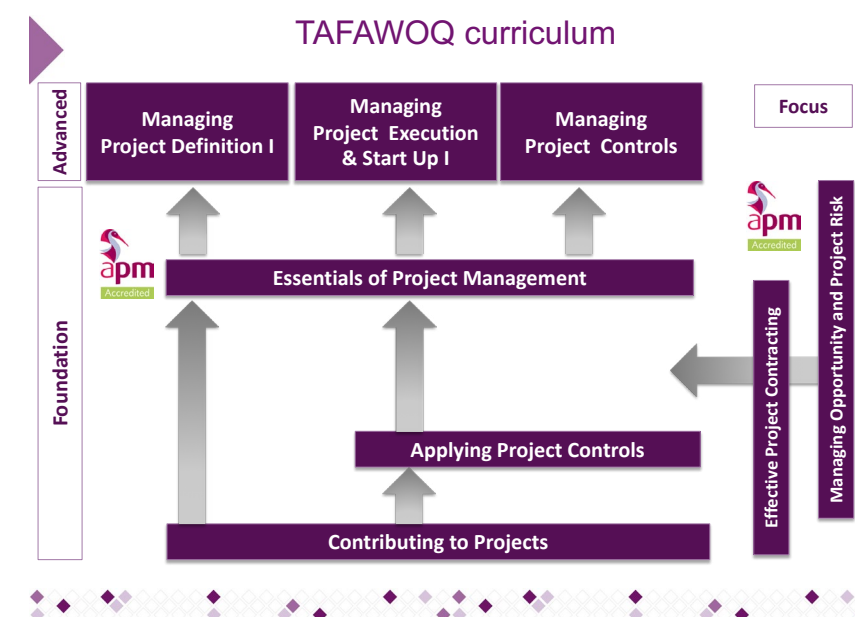
The core modules will equip you with advanced competencies pertaining to project management.

Focus

The focus modules will provide you with in-depth training on critical topics related to project management.

Toolbox

The toolbox element of the syllabus will allow you the opportunity to learn more about the use of project management tools.



Contributing to Projects



Course Overview:

This is an introduction to hydrocarbon- and infrastructure-capital project management. The course introduces the following topics at a high level, aiming at raising awareness about the material:

- Business objectives of projects: Why companies do projects
- Project lifecycle and governance: project stage-gate process and senior management involvement in sponsoring projects
- Risk management: managing risks associated with projects, to allow better outcomes
- Stakeholder engagement: methods for identifying and engaging key stakeholders in projects
- Cost and schedule estimating: how to estimate costs and schedules associated with projects
- Team development and integration: defining a well-developed project team and how it can impact project performance

Who should attend?

This course is designed for personnel who work on capital projects, but do not manage them.

- Technical personnel new to projects
- Project finance personnel
- Contracting and procurement (supply chain) personnel supporting projects
- Business personnel interfacing with projects
- Maintenance and operations personnel supporting projects
- HR personnel supporting project teams

Prerequisites:

This is a generic introductory course about project management. Ideally, participants will already be assigned to project teams, but no prior project experience is required.

Delivery Method:

44 hours of blended Learning

Phase	Duration	Content
Virtual (online)	3 weeks active participation consisting of:	<ul style="list-style-type: none">• Kick-off coaching call• Online platform used for all activities• Presentations and reading material with associated quizzes to support learning• Oil and gas case study and related activity with essay type questions• Note: All virtual work must be completed to attend the face-to-face phase
Face-to-face	3 days	facilitated workshops, engaging presentations, discussion, group activities related to topics and the case study. Full attendance is expected for the F2F.

Applying Project Controls



Course Overview:

This course focuses on how scope, schedule, cost, quality and risk shape a project, and how control of these factors affects successful project delivery. During the course, the following topics will be addressed, and relevant capabilities developed by participants:

- Identifying and prioritising project objectives and controls (scope, cost, schedule, quality and risk)
- Utilizing project breakdown structures to improve project scope definition, planning, scheduling, resourcing and cost estimation
- Developing, resource loading, monitoring and controlling project schedules
- Understanding the basis of cost estimates, methods for estimating costs, as well as monitoring and managing project costs
- Preparing a coordinated project plan to align scope, schedule, resources and costs
- Integrating contractor data into the project plan and determining the status of work
- Forecasting project outcomes (completion and costs)
- Controlling project changes

Who should attend?

This course is designed for personnel who work on capital projects, with the following background and experience:

- Personnel with 2-5 years' experience, who work in a project services role (planning, scheduling, cost estimating, or project controls)
- Project engineers with limited experience in cost estimating, scope identification, planning, scheduling and project controls and 2-5 years of experience
- Technical disciplines, with 2-5 years of experience, wishing to gain more expertise in project services

Prerequisites:

- Contributing to Projects: TAFAWOQ introductory course
- 2-5 years' experience in capital projects, project services or technical discipline

Delivery Method:

100 hours of blended learning

Phase	Duration	Content
Virtual (online)	8 weeks active participation consisting of:	<ul style="list-style-type: none">• Kick-off and regular coaching sessions• Online platform used for all activities• Presentations, reading material, quizzes, and assignments related to course topics• Case study associated with assignment submittals to promote more effective application of learning topics• Note: All virtual work must be completed and graded to attend the face-to-face session
Face-to-face	5 days	facilitated workshops, engaging presentations by facilitators and learners, discussion, group activities related to subject topics and the case study. Full attendance is expected for the F2F.

Essentials of Project Management



Course Overview:

This course provides an indepth introduction to the major elements of project management; the principles, tools and processes for effective management of capital projects. It covers the entire lifecycle of project development, including establishment of the business case, front end development, execution and operations readiness. The following topics will be addressed, and relevant capabilities developed by the participants:

- Establishing the business strategy and business case
- Understanding how project economics are generated in support of the business case
- Understanding the impact of HSSE, quality assurance, and stakeholder engagement on project outcomes
- Developing project scope to deliver the business case
- Capital project risk management
- Understand the importance of developing, motivating and managing project teams; developing techniques and skills to improve team performance
- Create project schedules and resource allocations
- Develop contracting and procurement strategies for project execution
- Understand and manage project controls
- Control project changes

Participants who successfully complete the course with a minimum of 70% can take the APM Project Management Qualification exam.

Who should attend?

This course is designed for personnel who work on capital projects and have 3-5 years related experience, with the following backgrounds:

- Project Engineers
- Contracting and procurement professionals
- Technical discipline professionals
- Experienced technical hires, who need a background in project management tools and processes

Prerequisites:

- Contributing to Projects: TAFAWOQ introductory course
- Applying Project Controls, TAFAWOQ foundation course

Delivery Method:

120 hours of blended learning

Phase	Duration	Content
Virtual (online)	11 weeks active participation consisting of:	<ul style="list-style-type: none">• Kick-off and regular coaching sessions• Online platform used for all activities• Presentations, reading material and assignments related to course topics• Case study associated with assignment submittals to promote more effective application of learning topics• Note: All virtual work must be completed and graded to attend the face-to-face phase
Face-to-face	5 days	facilitated workshops, engaging presentations by facilitators and learners, discussion, group activities related to subject topics and the case study. Full attendance is expected for the F2F.
Exam preparation phase for APM PMQ qualification:	2 days	1.5 days of tailored APM PMQ exam review material, problems, and exam practice to reinforce learning. Examination duration 1.25 hours (on day 2).

Effective Project Contracting



Course Overview:

This course focuses on formulating and managing the appropriate contracting and procurement strategies for successful execution of project scope and objectives. The course will give an understanding of alternative contracting strategies, when to use them and the impact of different approaches in multi-cultural environments. It also introduces tools that can help ensure effective project contracting.

The following topics will be addressed, and relevant capabilities developed by the participants:

- Evaluate stakeholders, markets and risks to develop optimal contract strategies that meet project objectives
- Develop appropriate contract scopes, pricing and terms and conditions to suit the requirement
- Identify, evaluate and select goods and service providers to invite for the tendering process
- Develop invitations to tender and tender evaluation plans to secure selection of the best contractor
- Develop an appropriate contract management plan
- Implement strategies and processes that support effective work relationships and contract management, and avoid / resolve claims and disputes

Who should attend?

This course is designed for personnel who work on or with capital projects, having the following background and experience:

- Senior Project Management professionals with 5-10 years related experience
- Senior Contracting and Procurement professionals with 5-10 years related experience

Pre-requisites:

- Contributing to Projects: TAFAWOQ introductory course
- Essentials of Project Management, TAFAWOQ foundation course

Delivery Method:

80 hours of blended learning

Phase	Duration	Content
Virtual (online)	6 weeks active participation consisting of:	<ul style="list-style-type: none">• Kick-off and regular coaching sessions• Online platform used for all activities• Presentations, reading material, quizzes, and assignments related to course topics• Case study associated with assignment submittals to promote more effective application of learning topics• Note: All virtual work must be completed and graded to attend the face-to-face session
Face-to-face	5 days	facilitated workshops, engaging presentations by facilitators and learners, discussion, group activities related to subject topics and the case study. Full attendance is expected for the F2F.

Managing Opportunity and Project Risk



Course Overview:

This course is focused on identifying and managing project risks and opportunities to deliver successful project outcomes. This module uses proven methods to identify, evaluate, report and manage risks during project development and execution. It also addresses the impact of human influences and attitudes (including stakeholder expectations) on the decision-making process during the project lifecycle. The following topics will be addressed, and relevant capabilities developed by the participants:

- Understanding uncertainty and risk, and their impact on individuals and groups in a project management environment
- Manage the risk process across the project lifecycle, and across all disciplines
- Support decision-making by trading-off project objectives (cost, time and quality) in relation to risks, to improve project outcomes

Who should attend?

This course is designed for:

- Project Managers with a minimum 5 years of experience on capital projects
- Professionals responsible for risk management of major projects

Pre-requisites:

- Contributing to Projects: TAFAWOQ introductory course
- Essentials of Project Management: TAFAWOQ foundation course

Delivery Method:

90 hours of blended learning

Phase	Duration	Content
Virtual (online)	9 weeks active participation consisting of	<ul style="list-style-type: none">• Kick-off and regular coaching sessions• Online platform used for all activities• Presentations, reading material and assignments related to course topics• Case study associated with assignment submittals to promote more effective application of learning topics• Note: All virtual work must be completed and graded to attend the face-to-face phase
Face-to-face	5 days	facilitated workshops, engaging presentations by facilitators and learners, discussion, group activities related to subject topics and the case study. Full attendance is expected for the F2F.
Exam preparation phase for APM Risk Management Level 2	3 days	2.5 days of tailored exam review material, problems and exam practice to reinforce learning. Examination duration 3.25 hours (on day 3).

Managing Project Controls



Course Overview:

- This course will expand knowledge and skills related to project controls to drive better capital project performance. Participants will learn preparation, interpretation, analysis and forecasting related to project schedules, resource plans, and cost estimates. The course objectives are as follows:
- Interpret project scope, define project objectives, and develop project breakdown structures
 - Understand how scope maturity influences project controls
 - Maintain and manage project schedules and resource allocations
 - Apply techniques to validate the accuracy of schedules and cost estimates
 - Maintain cost estimates and manage project costs
 - Control project changes
 - Analyze project performance and forecasts to recommend corrective measures
 - Deliver the right information to the right people at the right time

Who should attend?

- This course is designed for personnel who work on capital projects, with the following background and experience:
- Senior Project Professionals with 5+ years' experience
 - Senior Project Finance Personnel with 5+ years' experience
 - Senior Project Services/Project Controls professionals with 5+ years' experience

Pre-requisites:

- Contributing to Projects: TAFAWOQ introductory course
- Essentials of Project Management, TAFAWOQ foundation course
- Applying Project Controls, TAFAWOQ foundation course

Delivery Method:

100 hours of blended learning

Phase	Duration	Content
Virtual (online)	8 weeks active participation consisting of	<ul style="list-style-type: none">• Kick-off and regular coaching sessions• Online platform used for all activities• Presentations, reading material, quizzes, and assignments related to course topics• Case study associated with assignment submittals to promote more effective application of learning topics• Note: All virtual work must be completed in order to attend the face-to-face phase
Face-to-face	5 days	facilitated workshops, engaging presentations by facilitators and learners, discussion, simulations, group activities related to subject topics and the case study. Full attendance is expected for the F2F.

Managing Project Definition



Who should attend?

This course is intended for Project Managers, Project Engineers and Project Services Managers/Personnel who have completed the TAFAWOQ "Essentials of Project Management" course. The course will benefit those who have, or will have, a role in project activities that occur between Concept Selection and the Final Investment Decision (FID).

What participants will learn:

The course introduces participants to the techniques and skills for improving the activities that a typical Project Manager/Engineer must accomplish once the Concept Selection Decision has been made for a project.

Specifically, the course offering will explore the following areas.

- Understanding the Concept Selection Decision and assumptions
- The work required and outputs to be delivered to pass through Decision Gates 3 & 4 (DG3 & DG4)
- Stakeholder Engagement
- Governance and Assurance
- Project Controls & Change Control / Management of Change
- Managing Risks and Integrating Risks into project plans
- Organising the Project Team
- Contracting & Procurement Strategy & Plans
- Quality and Process Safety

The course does not aim to teach the specific processes and standards that are implemented in the Define phase: there are other industry courses and online training that cover these in great depth. Rather, the course emphasis is on translating the Concept Selection Report (pre-DG3) into a project with potential for development and delivery, by preparing plans to enable efficient execution post-DG4. This delivery is the Project Manager's/Engineer's responsibility and is achieved through integration of various required processes and the management of the many influences on project development during the Select and Define phases.

Upon completion of this course, participants will be able to achieve the following:

- Apply typical front-end development work processes within governance and project assurance requirements, in a manner that is efficient and effective for a specific project
- Plan, organise, estimate, manage and control front-end development activities, to produce quality deliverables that define scope and execution plans, and which are consistent with project goals and business needs
- Ensure development of HSSE that enables safe effective execution, commissioning, startup and long-term operation of the asset. Effectively manage the many influences that support risk response and appropriately engage stakeholders to achieve project execution within the agreed objectives

Prerequisites:

- Essentials of Project Management: TAFAWOQ foundation course

Delivery Method:

120 hours of blended learning

Phase	Duration	Content
Virtual (online)	12 weeks active participation consisting of	<ul style="list-style-type: none"> • Kick-off and regular coaching sessions • Online platform used for all activities • Presentations, reading material, quizzes, and assignments related to course topics • Case study associated with assignment submittals to promote more effective application of learning topics • Note: All virtual work must be completed and graded to attend the face-to-face phase
Face-to-face	5 days	facilitated workshops, engaging presentations by facilitators and learners, discussion, group activities related to subject topics and the case study. Full attendance is expected for the F2F.

Managing Project Execution & Start up



Who should attend?

This course is intended for Project Managers, Project Engineers and Project Services Managers/Personnel have completed the TFAWOQ “Essentials of Project Management” course. The course will benefit those who have, or will have, a role in project activities that occur at the time of Final Investment Decision (FID) with focus on the Execution and Start Up phases.

What participants will learn:

The course introduces participants to the techniques and skills for improving project execution activities required for project managers/engineers to successfully lead a project up to the Start Up phase. Specifically, the course will explore the following areas:

- Manage detailed design activities
- Develop / implement construction processes
- Develop Operational Readiness and Assurance plans, (“Flawless” startup), including commissioning and startup plans
- Manage the Schedule and Resource Plan
- Implement Change Control Process
- Manage Contractor Performance and Quality Assurance

The objective of this course is to improve a participant’s ability to deploy the strategies and tactics established during front-end Development; implement the project controls, detailed design, procurement, construction, quality and startup and handover processes; and manage the work done by external service providers (engineering and/or construction consultants and contractors). This also includes monitoring, validating, coordinating or managing the activities of other support groups. This course will provide participants with techniques and skills for improving management of detailed design, procurement, construction and startup activities and contracts, in order to realise the value created during front-end development.

Emphasis of course content will not be on teaching the specific processes and standards, with which the participants should already be familiar and are specific to each organisation. It will cover translating the front-end development deliverables into a completed asset that meets the business objectives, and can be successfully commissioned, started up and handed over to Operations for long term operation.

Upon completion of this course, participants will be able to:

- Improve their ability to deploy the strategies and tactics established during Front-End Development, to ensure that commitments are met
- Effectively manage HSSE and Quality, to ensure integration into design and HSSE compliant construction, commissioning, startup and long-term operation of the asset
- Understand and manage the many interfaces that occur between contractors and work processes
- Apply and implement project controls, detailed design, procurement, construction, quality, startup and handover processes
- Manage the work done by external service providers (engineering and/or construction contractors) and internal service providers, including monitoring, validating, coordinating or managing the activities of internal support groups

Prerequisites:

- Essentials of Project Management: TFAWOQ Foundation Course (prior knowledge of Project Controls is expected).

Delivery Method:

120 hours of blended learning

Phase	Duration	Content
Virtual (online)	12 weeks active participation consisting of	<ul style="list-style-type: none">• Kick-off and regular coaching sessions• Online platform used for all activities• Presentations, reading material, quizzes, and assignments related to course topics• Case study associated with assignment submittals to promote more effective application of learning topics• Note: All virtual work must be completed and graded to attend the face-to-face phase
Face-to-face	5 days	facilitated workshops, engaging presentations by facilitators and learners, discussion, group activities related to subject topics and the case study. Full attendance is expected for the F2F.



Partnership with:



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