

BUSINESS SAVVY FOR PROJECT MANAGERS (ER-BSAV) (ILT and VCT)

ILT 2 days, 16 hours,
VCT 4*4 hours
(16 PDUs)

AFTER THE COURSE YOU WILL:

- ❖ learn how the products, solutions, project goals and KPIs are affected by the projects plans, decisions and agreements made with the customer.
- ❖ better understand how the customer projects align with Ericsson overall strategies, and how the sales and project decisions impact the overall Ericsson financials.
- ❖ learn more about how to ensure that the solution fulfils the real needs and is perceived valuable
- ❖ get new ideas on how to help Ericsson to grow the business from existing and ongoing deliveries/projects

TARGET GROUP

- ❖ Customer Program Managers (CPMs)
- ❖ Project Core Team members (CPM, IM, PFM, Project Planners and CEMs)
- ❖ Core 3 members (CFR, ACR, CSR)
- ❖ Line Managers and Directors

TRAINING METHOD

- ❖ A training method based on "learning by doing", meaning optimizing your learning by combining the trainer's input with your own experience and active participation.

PREREQUISITES

- ❖ Fundamental Project Management knowledge

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The customer projects influence heavily on Ericsson's overall financial situation, results and KPIs.

Project Managers need to have good business awareness and be able to manage the right business language to be able to better communicate with and understand key stakeholders.

In this course the participants will learn more about business and financials, and thus enhance their business and financial awareness/acumen.

This course is aligned with the Ericsson's tools, processes and ways of working.

SUBJECTS

Business Awareness / Acumen

- ❖ Business Analysis Fundamentals and process
- ❖ Business Analysis Knowledge Areas; Business Analysis Planning and Monitoring, Elicitation and Collaboration, Requirements Life Cycle Management, Strategy Analysis, Requirements Analysis and Design Definition and Solution Evaluation
- ❖ Business Analysis Techniques; SWOT, IIBA® BACCM® Model. Business Case, Customer Benefits Driven Management, Business Canvas and LEAN Start Up

Financial Awareness / Acumen

- ❖ Customer project financial management
- ❖ The three financial statements (income, balance and cash flow) – relation to the projects and project financial KPIs
- ❖ Project decisions impacting financial results
- ❖ Result Analysis and Revenue Recognition, Working Capital in projects, and how to reduce WIP and improve cash flow
- ❖ The Project Status report – analysis of the financial parts, incl forecasts
- ❖ Debates and conclusions, on how to better manage the projects and make decisions to improve the financial results.
- ❖ Exercises and an Ericsson specific case study