

Human Resources Management & Development

In Project-Base Organization

*With focus on oil & Energy
industries*



December 4th & 5th, 2007

Sharif University of Technology

Tehran, Iran

Who You Should Attend

این دوره آموزشی به مدیریت منابع انسانی بر پایه شایستگی در سازمان‌های پروژه محور خواهد پرداخت. در این دوره دورنمای استراتژیک طرح‌ریزی منابع انسانی یک سازمان در سطح کارشناسان منابع انسانی تا مدیریت کلان منابع انسانی معرفی خواهد گردید. در عصر حاضر مزیت رقابتی سازمان‌ها از اهداف استراتژیک، خطوط تولید/خدمات و سبد سرمایه‌گذاری آنها نشات می‌گیرد. بر مبنای این مزیت رقابتی، سازمان هدف بهینه و نقش کلی افراد را مشخص می‌سازد و شایستگی‌های فردی و تیمی آنها را تعیین می‌نماید؛ در مجموع، فرآیند رسیدن به یک سازمان شایسته‌محور شامل مراحل زیر می‌باشد:

- ✓ شناسایی نقاط قوت و شایستگی کنونی سازمان، ارزیابی شایستگی‌های مورد نیاز آینده، و نهایتاً اندازه‌گیری اختلاف بین دو وضعیت کنونی و وضعیت مورد نیاز.
- ✓ انتخاب راه‌حل‌های متناسب با نیاز سازمان؛ برای این کار بایستی شایستگی پرسنل موجود تا سطح مورد نیاز توسعه یابد و نیروهای جدید با توانمندی لازم استخدام شود تا شکاف بین سطح شایستگی فعلی و سطح شایستگی مطلوب پر شود.
- ✓ همچنین برنامه‌ریزی منابع انسانی در سازمان بایستی بطور مستمر ارزیابی شود تا همواره شایستگی‌ها مطابق با تغییرات اهداف و ماموریت‌های سازمان تنظیم گردد.

از سویی افراد حرفه‌ای سازمان نیز بایستی یک فرایند ساختار یافته را دنبال کنند تا شایستگی فعلی خود را ارزیابی کنند و اهداف خود را برای توسعه شایستگی تعیین کنند. بعنوان مثال در پروژه‌های پتروشیمی در ایران یک استاندارد ملی شایستگی مدیریت پروژه تدوین شده که در آن، چهارچوب مناسبی برای ارزیابی افراد و تیم آنها توسط خودشان و همچنین طرح توسعه و یادگیری شخصی ارایه شده است. پنج قانون کلی در این استاندارد تعریف شده است که می‌تواند برای سایر سازمان‌های پروژه محور در صنایع نفت و انرژی نیز مورد استفاده قرار گیرد.

در این راستا مرکز مطالعات تکنولوژی دانشگاه صنعتی شریف اقدام به طراحی دوره آموزشی «مدیریت منابع انسانی در پروژه‌های نفت و انرژی» نموده است. این دوره در روزهای ۱۳ و ۱۴ آذر سال جاری برگزار خواهد گردید.

Advantages and Benefits

The benefits are:

- Learn the fundamentals of competency-based planning and management of human resources with particular focus on project-based organization
- Learn about strategic planning approaches to determining core organizational competencies
- Learn about the National Standard for PM Competency of Petrochemical Projects and how the Standard can be adopted to suit different entities within the Oil and Energy sector
- Learn about competency assessment framework, methodology, protocols and associated online tools
- Learn to apply the tools offered to locate your competency gaps in both management and leadership, and uncover the relationship to performance
- Learn to assess your peers and colleagues skillfully and objectively, including setting appropriate performance indicators, setting targets for their competency acquisition, assisting with feedback and mentoring
- Learn how to design and apply a competency-based approach to develop your organization and raise its capabilities

Scope of Workshop

The workshop will cover the following areas:

- Introduction to strategic planning and project-based management
- Holistic competency-based human resources planning and development
- Professional development planning process
- Professional values and ethics
- Adopting the National Standard for PM Competency
- Assessment procedures and protocols under the PM Competency Standard
- Training and professional development solutions to address specific development needs
- Case study in Iranian petrochemical projects
- Case study in Iranian Oil and gas Projects
- Case study in Iranian Power Sector Projects



Workshop Presenter

Professor Ali Jaafari

- As a long time international consultant, author, researcher and educator in project, program, business and systems management Professor Jaafari has wide expertise and professional experience.
- *Professor Jaafari* has acted as an expert consultant to industry and governments worldwide for more than 17 years. In 1994 he acted as a special consultant to the European Commission on the management of the Productivity Initiative Programme as part of TACIS. The scope of PIP was to re-train some 3,500 senior executives selected from Russian businesses, public institutions, government agencies and industry sectors. In April 2004 Professor Jaafari gave advice on the Transformation of Military Academies of Taiwan. During 1990-93 Professor Jaafari held the position of Chief Manager, Project Management, with SMEC in Australia. From 1969 to 1982 Professor Jaafari held numerous senior appointments in the UK and the Middle East working on major projects and programs, and advising top level government bodies.
- *Professor Jaafari* has conducted courses and seminars for over 3,000 executives, managers and professionals in Australia, Asia and Europe. He specializes in graduate education and professional development, and has developed innovative graduate programs that have won numerous Excellence Awards.
- *Professor Jaafari* has been a regular contributor to, and invited speaker at high level international conferences and seminars, including IPMA World Congresses on Project Management. Most recently he was the conference co-chair and a keynote speaker of 3rd International Conference on Project Management (ProMAC2006) held in Sydney, 26-29 September 2006. He was the invited keynote speaker at the IPMA International Symposium in Russia, 14-17 February 2007.
- *Professor Jaafari* and his research team have conducted numerous research projects, including a number of major projects funded by the Australian Research Council. Professor Jaafari currently supervises a number of doctoral students at The University of Sydney and collaborates widely in the international scene.



Who Should Participate?

The workshop will appeal to those who wish to acquire new knowledge about competency-based management. During the workshop, the presenter will demonstrate the application of these principles to self and peer assessment and to organizational capability development. No special expertise is required for participating in and benefiting from this workshop though senior and middle managers, program managers, project directors and human resource managers or directors can benefit professionally from this workshop.

In short this workshop will appeal to a wide cross section of professional people, including the following:

- Directors and general managers in business units with significant project based operations
- Project directors and program managers
- Portfolio managers
- Human resources managers and directors
- Project area managers
- Project Office managers
- Senior project managers
- Project managers
- Trainers and HR coaches
- Others with an interest in competency-based organizational management

Center for Technology Studies

Center for Technology Studies (CTS) has begun its activity since 1998. Having this vision to contribute in strengthening the managerial infrastructures in Iran, CTS has defined professional training, research, and consultancy services as its main activities in this regards. Oil and Energy group in CTS was organized by number of graduated students of Sharif University of Technology within the concept of CTS to provide its activities by focusing on oil and energy industries.

Combining the technical and managerial skills provides Oil and Energy group the unique capability to identify, analyze and implement the most updated managerial concepts in oil and energy industry of Iran.

How to Book?

علاقمندان به شرکت در دوره بایستی پس از تکمیل فرم ثبت نام و واریز مبلغ مورد نظر به شماره حساب ۳۵۳۶۳۷ بانک صادرات ایران شعبه دانشگاه شریف (کد ۱۶۵۲) به نام «تعاونی چندمنظوره شریف» فرم ثبت نام و فیش واریزی را به آدرس دبیرخانه ارسال و یا فکس نمایند.
هزینه ثبت نام هر نفر ۳,۵۰۰,۰۰۰ ریال می باشد.
این هزینه شامل هزینه انتشارات، پذیرایی و نهار می باشد.

نام شرکت/سازمان:			
E-Mail	تلفن همراه	سمت	نام و نام خانوادگی شرکت کنندگان
			۱.
			۲.
			۳.
			۴.
			۵.
		نمبر:	تلفن شرکت / سازمان:
		ریال	جمع مبلغ پرداختی:

آدرس دبیرخانه:

تهران، خیابان ستارخان، ابتدای خیابان حبیب الله، پلاک ۴۳۷،
مرکز مطالعات تکنولوژی دانشگاه صنعتی شریف، طبقه دوم

تلفکس: ۳۱-۶۶۵۲۴۸۲۸

www.techstudies.org