Day One: Monday, March 16, 2020

8:00 – 8:30 AM  
Registration and Continental Breakfast

8:30 – 9:00 AM  
**PERI Welcome & Course Introduction**  
Lauren Kirk  
PERI Course Manager  

David Fritsch, MBA – Course Faculty  
Project Management Consultant, Fritsch Consulting of MA  
Head of F&E, Strategic Programs, PMO and OE, Sanofi Genzyme  
Adjunct Faculty, Olin Business School, Washington University – St. Louis

9:00 – 10:30 AM  
**Introduction to Pharmaceutical Project Management**  
1  
- Areas of Project Management  
  - Development – Clinical to Commercial  
  - Capital Investment  
  - Sustaining and Continuous Improvement  
  - Product Life Cycle  
- Introduction of Project Management Institute (PMI) Project Management Model and Roles  
- Phase Gate Models

10:30 – 10:45 AM  
Morning Break

10:45 - 12:00 PM  
**Initiating and Planning Phase**  
2  
- *Practical Exercise* – Development of Project Scope and Execution Needs  
  - Develop Charter  
  - Identify Stakeholders  
- Project Management Plan  
  - Requirements  
  - Define Tasks/Resources  
  - Estimate Durations  
  - Budget

12:00 – 1:00 PM  
Lunch Break

1:00 – 3:00 PM  
**Enhance the Plan – Get your project approved!**  
3  
- Born Lean  
- Schedule/Task Optimization  
- Challenges of Scope Definition and Scope Creep
### Day One: Monday, March 16, 2020 (continued)

<table>
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<tr>
<th>Session No.</th>
<th>Time</th>
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<td></td>
<td>3:00 – 3:15 PM</td>
<td>Afternoon Break</td>
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<td>3:15 – 4:45 PM</td>
<td><strong>Execution: Building and Leading Effective Project Teams</strong>&lt;br&gt;• Introduction of the Project Sherpa&lt;br&gt;• Leading with indirect authority&lt;br&gt;• Hard and Soft Skills/Communication Skills&lt;br&gt;• Understanding Type – Personalities and Behaviors</td>
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<td>4:45 – 5:00 PM</td>
<td><strong>Day One Closing Remarks &amp; Wrap Up</strong></td>
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### Day Two: Tuesday, March 17, 2020

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<td>8:00 – 8:30 AM</td>
<td><strong>Continental Breakfast</strong></td>
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<td>8:30 – 10:15 AM</td>
<td><strong>Executing, Monitoring, and Controlling</strong>&lt;br&gt;• Governance Methods&lt;br&gt;  o Steering Committee&lt;br&gt;  o PMO&lt;br&gt;  o Sponsor&lt;br&gt;  o Team&lt;br&gt;• Governance Tools&lt;br&gt;  o Daily Meetings/Scrum/KPIs&lt;br&gt;  o Weekly/Monthly Reports&lt;br&gt;  o Obeya Room/War Room&lt;br&gt;  o Costs and Earned Value/Project KPIs</td>
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<td>10:15 – 10:30 AM</td>
<td><strong>Morning Break</strong></td>
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<td>10:30 – 12:30 PM</td>
<td><strong>Effective Communication</strong>&lt;br&gt;• Message Mapping&lt;br&gt;• <em>Practical Exercise</em>: Develop Elevator Speech of Project Benefits&lt;br&gt;• Introduce Performance Discussion Exercise</td>
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<td>12:30 – 1:30 PM</td>
<td><strong>Lunch Break</strong></td>
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<td>1:30 – 3:00 PM</td>
<td><strong>Managing Risks &amp; Deliverables</strong>&lt;br&gt;• Risk Management in Pharma&lt;br&gt;• Risk Management approach for Projects&lt;br&gt;• Handling Adversity&lt;br&gt;• <em>Performance Discussion Exercise</em>: Handling Project Team Member’s Performance</td>
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<td><strong>Afternoon Break</strong></td>
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3:15 – 4:15 PM

**Alliance Management Discussion**
- The role of Project Management in Alliance Management

**Project Closing and After-Action Reporting**
- Integrating Lessons Learned throughout the Project

4:15 - 4:30 PM

**Course Wrap-up**
- Open Discussion on Next Steps for Individual Development in Project Management
- Course Closeout
Course Overview
This course provides a comprehensive overview of the importance of project management across the various drug development stages and organizational areas within a pharmaceutical company. The course lays a solid foundation for professionals transitioning into a project management role, while also offering new tools and strategies to seasoned managers looking to improve their efficiency, effectiveness and communication across their programs and projects.

Through interactive presentations, discussions, and workshops, course participants learn how to manage different types of programs and projects typical in a global pharmaceutical environment. From the hard skills in project management—planning, scheduling, scope management, risk & issue management, resource planning, and budget oversight—to the softer skills of team leadership, relationship management, effective communication, and negotiation and influence, this valuable course covers everything a project manager needs in order to be successful in today’s pharmaceutical organizations.

Course Objectives
Upon completion of this course, participants should be able to:

• Describe the full product lifecycle in the pharmaceutical industry, and how the varied roles in project/program management drive performance and mitigates risk to the organization
• Demonstrate how project management principles and techniques are applied to the lifecycle and organizational operations to streamline optimal delivery
• Construct and manage more effective, high-performing project teams
• Evaluate risks and issues well in advance, and to effectively mitigate and/or resolve them promptly

Course Faculty
David Fritsch, MBA
Email: fritsch.david@yahoo.com
Project Management Consultant
Head of F&E, Strategic Programs, PMO and Operational Excellence (OE), Sanofi Genzyme
Adjunct Faculty, Olin Business School, Washington University – St. Louis