

STRATEGIC PROJECT AUDITING

Course content

Module	Topic
1	IS AUDITING A PROJECT NECESSARY?
i	The need to audit projects
ii	The harsh reality of project management
iii	Understanding what is 'audit'
iv	Video presentation: Internal auditing----its importance for government, industry, and organization
2	WHAT ARE PROJECTS ALL ABOUT?
i	Definition of project
ii	Fulfilling the project criteria
iii	Audit focus: check that organization promulgate efficient and effective project management
3	CHECKING THAT PROJECT MANAGEMENT IS APPLIED TO ACHIEVE RESULT
i	What to expect from project management
ii	Auditing the project planning and sub-projects
iii	Assessing the 3 key project elements
iv	Putting quality in project
v	Reviewing the handling of cost, quality and time/duration
4	ASSESSING THE READINESS OF THE PROJECT TEAM
i	Project life cycle
ii	Uncertainty and apprehension
iii	Project cost accounting
iv	Review the 4 ways of project cost estimation
v	Costing policy
vi	Review the dynamics that ensure project success
5	REVIEW THE PROJECT TEAM
i	Project team composition
ii	2 key mindsets
iii	Project management and contractors
iv	Sub and extended team
v	Project team's legality and mandate
vi	Project manager's brief and client data
6	CHECK ON PROJECT TEAM'S MANAGEMENT AND PLANNING
i	Files for caucus, meetings and brainstorming

ii	Review project meeting framework and agendas
iii	Comments on rules for record keeping, archiving
7	LOOKING AT PROJECT MANAGEMENT'S RECORDS
i	Are there project activity checklists?
ii	Tackling project details from WBs (work breakdown structure)
iii	Review document for the project cost estimate (PCE)
8	REVIEWING PROJECT RISKS
i	Identifying and reviewing those various project risks
ii	Comment on how project team and management address those risks
9	ASSESSING PROJECT'S ACTIVITIES
i	Review the CPAs (critical path analysis)
ii	Are the 3Fs of CPA available?
iii	Checklists for CPA
iv	The AB or activity boxes
10	ASSESSING HOW PROJECT TEAM MONITORS THE PROJECT
i	Controlling and monitoring the project
ii	Apply the 3 main project checklists
iii	Assess how project team ensure no project derailment
iv	Project reporting process
11	REVIEW HOW PROJECT TEAM ENSURE PROJECT IS ON TARGET AND WITHIN THE BUDGET
i	Check how project team manage changes and variations
ii	How are change policy documented?
iii	Project team controlling the paper work
iv	Filing project paperwork, avoiding surplus paperwork
v	Cost and resource tracking
12	ASSESS HOW PROJECT TEAM CLOSES THE PROJECT
i	Project life cycle
ii	The closing report, and formalizing project completion
iii	Any project review report?
iv	Check on the project review report
13	OVERALL ASSESSMENT ON THE 3 KEY PROJECT ELEMENTS
i	Cost
ii	Time
iii	Quality
14	APPLYING THE PROJECT MANAGEMENT INSTITUTE'S (PMI) PROJECT MANAGEMENT BODY OF KNOWLEDGE (PMBOK) FOR PROJECT AUDITS
	What is the body of knowledge (PMBOK) of the PMI that auditors ought

	to be aware of and be guided by?
15	THE RELEVANCE FOR PROJECT AUDIT-TEAM TO KNOW THE STANDARD OF ISO 10006:2003 GUIDELINES FOR QUALITY MANAGEMENT IN PROJECTS
	Essentials or basics in the ISO 10006:2003 Guidelines for quality management in projects that are useful background knowledge for internal or external auditors
16	CASE STUDY & GROUP EXERCISE

Project management book

Besides the course materials and hand outs, all participants will receive a copy of the book *‘The Art & Soul of Project Management, 2nd edition’*, and *‘Managing People & Business’* by Dr J. E. Ruin.

The Course Facilitator

Dr Joseph Eby Ruin {*FCCA(UK); CA(M’sia); Hon DBA-Mgt Phil (KSTU)*).

Hands on in project auditing:

Joseph’s hands on experience in auditing big projects was when he was the Head of Internal Audit Department and Secretary to the Board’s Audit Committee of a large Malaysian shipyard, and General Manager/Head of Internal Audit Group of a Malaysian conglomerate involving in property and real estate development, manufacturing, and construction.

Joseph graduated in ACCA(UK) in 1976, was an Associate Member in 1979, and elevated to Fellow Member in 1984. He is a member of The Malaysian Institute of Accountants since 1983. For his many publications of management books, newspaper articles, and the conference/seminar/workshop papers where he was invited to present his papers since 1996, he was conferred an honorary degree of Doctor of Business Administration (Mgt Philosophy) by Kursk State Technical University Russia in 2006. He was elected the Regional Director for the Malaysian Chapter of PRMIA (Professional Risk Mgrs’ International Association) in November 2007. Currently he is also a Committee-member of FAAM (Fulbright scholars Alumni Association of Malaysia).

Executive/managerial experience:

Joseph's executive and managerial career spanned the past 3 decades. Throughout this 30 years, he worked in 6 different banks as Branch Manager and later holding various posts at the corporate head office. He also worked in 6 non-banking organisations where he held various executive/ managerial capacities, as Head of Internal Audit/Chief Auditor and Secretary to the Board's Audit Committee. His last job before he retired in April 2007 was as the Chief Risk Officer/Head of Risk Management Division of a large Malaysian commercial bank.

He is now the Principal/Proprietor of RiskFirst Consultancy & Training Services.

Sabbatical work:

He was awarded the US-sponsored Fulbright Professional Exchange Program in 1995/96. For this sabbatical in the US he was attached to the Institute of Internal Auditors Inc Head Office at Altamonte Springs Florida; where he participated in advanced auditing & corporate governance review workshops in Orlando Florida, Pheonix Arizona, Dallas Texas, and in Washington DC. In May 2004 he participated in the intensive workshop/seminar on risk management at INSEAD Paris France.

Speaker:

From 1996 onwards, Joseph has been a regular speaker/facilitator/panel chairman for public and inhouse forums / workshops and conferences. He has accepted invitations to deliver his papers in **Kuala Lumpur**, Mekong Institute Khon Kaen University Thailand, **Nairobi** Kenya, **Brunei**, **Melbourne** Australia, **Hanoi & Ho Chee Min** city, Fontainbleu **Paris** France, **Shanghai** China, **Sydney** Australia, **Bangkok** Thailand, **Mumbai** India, **Singapore**, **Phnom Phen** Cambodia, **Orlando** Florida, **Hong Kong**, **Mauritius**, **Beijing** China, **Manila** Philippines, **Seoul** Korea , and in **Bali** and **Jakarta** Indonesia.

Newspaper, journals, and management books:

Since 1996 Joseph has contributed articles focusing on his areas of work. These articles are published in the local Malaysian newspapers (the NST) regularly, as well as in Malaysian business-magazines and professional newsletters/journals.

Joseph has todate authored 19 management-books, and among them are (i) Managing Services, Credit, Finance, and Debts, and (ii) Managing People and Business.

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Knowledge = Theory + Experience