

Project Management II

Planning, Staffing, and Project Start Up

Course Length – 4 1/2 Days

PDU's - 30

Course Description: Participants focus on how to conduct the initiating and planning phase of the project. This week will focus on scheduling, creating a work breakdown structure, and planning for human resource needs. In planning for human resource needs, participants will study behavioral skills that will help motivate, equip, and keep project team members accountable and on task. This section is aligned with the Project Management Institute's nine knowledge areas of *PMBOK® Guide*. Each course will utilize both new content as well as best practices.

Method of teaching: Students will use discussion, cases, and group activities to facilitate the course.

Planning, Staffing, Project Start Up

- Facilitate brainstorming and planning meetings
- Create a modified code of conduct for running an empowered team
- Examine forms in scheduling a project and possible scheduling issues
- Formulate a Work Breakdown Structure
- Track multiple projects
- Evaluate a real time line
- Evaluate why time calculations are wrong
- Examine characteristics of a milestone
- Analyze strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Explore how to handle delays
- Discuss effects of a late start
- Examine steps in creating a project budget and developing a master budget control process
- Discuss implementation of project plan

Managing Team Module

- Analyze job responsibilities
- Discuss a priority checklist
- Assess modern day accountability myths
- Evaluate how to coach the project team toward success
- Equip workers with new skills
- Develop a Mission Statement and Vision
- Identify vision through leadership
- Understand why visions fail
- Evaluate where you are going
- Explain tough-minded leadership
- Contrast different change strategies
- Classify why project teams block change

- Choose ways to reduce project team resistance
- Evaluate changes which support goals
- Develop core values
- Explore strategies for creating trust
- Define ways to equip and empower
- Describe requirements for being an overcomer on project teams
- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques to workers
- Analyze the disciplining of project team members and ways for changing behavior
- Identify how to track project team members
- Discuss values of successful coaching of project teams
- Analyze common coaching mistakes of project teams

Change Module

- Discuss the definition of change
- Identify proactive and reactive characteristics
- Analyze why people resist change
- Evaluate four types of change
- Examine five roles of change agents
- Explain the drivers of change
- Classify the roadblocks to change
- Predict three areas that impact change on people
- Assess five new focuses from change
- Understand six ways fear hinders change
- Evaluate seven qualities of a paralyzed state
- Identify eight factors that determine a person's viewpoint
- Compare four ways people respond to change
- Evaluate when to create change quickly or gradually
- Formulate a checklist to help determine resistance
- Identify how to deal with setbacks
- Create a strategy for change
- Conduct a force field analysis
- Create an action plan

Conflict Module

- Discuss the positive side of conflict
- Define conflict
- Analyze eight most common times for conflict
- Identify six reasons for conflict among workers
- Utilize rules for handling anger
- Choose words to use that help
- Create action plans for quick resolution
- Analyze hostility and how it surfaces
- Examine how to handle personal and professional hostility
- Compare levels of group conflict
- Review active listening skills
- Discuss hedge words people use to distort communication

- Analyze techniques people use to avoid issues
- Understand seven stages of group conflict
- Create a code of conduct for controlling a resolution meeting
- Compare ways to confront others while helping them save face
- Examine confrontation techniques
- Review assertiveness techniques
- Apply facilitation skills for allowing everyone to be heard
- Discuss the facilitator's responsibilities
- Create questions to guide others through the process
- Analyze ways to prevent arguing
- Discuss times to make amends

Project II Best Practices

- **PROJECT INITIATING AND DEFINITION INTRODUCTION**

The Initiating Phase

Elements of the Initiating Phase

Project Management Phases

Business Case/Project Statement

Enterprise Projects or Programs

Business Analysis

Concept Review

The Concept Atmosphere

Problems during the Initiating Phase

- **BUSINESS CASE**

Elements of the Business Case/Project Statement

Who Does What

How Should the Business Case/Project Statement be Developed

A Plan for Planning

Timeframe for Completion

Business Case Form

Alternate Approaches to the Preparation of a Business Case

Level of Detail

Recommended Formats for Three Levels of Business Case

A. Business Case for a Mini Project

B. Business Case for a Medium Sized Project

C. Business Case for a Very Large Project