

Project Management II - 4 1/2 Day

Planning, Staffing, and Project Start-Up

PDU's - 30

PMI's Talent Triangle Breakdown

Ways of Working - 14.00
Power Skills - 12.00
Business Acumen - 4.00

PMI's Certification Breakdown

PMP - 30.00
PMI-ACP - 16.00
PMI-SP - 17.50
PMI-RMP - 16.00
PfMP - 16.00
PMI-PBA - 16.00



face-to-face



virtual
instructor-led

Course Description: Participants will focus on conducting the initiating and planning phases of the project. This course 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 to motivate, equip, and keep project team members accountable and on task. This section aligns with the Project Management Institute's knowledge areas of the *PMBOK® Guide*. Each course will use both new content and best practices, taught from the Best Practice Manual.

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

Course Objectives:

Planning, Staffing, Project Start-Up Module

Objective 1: Manage brainstorming and planning meetings

- Create a modified code of conduct for running an empowered team

Objective 2: Examine forms in scheduling a project and possible scheduling issues

- Formulate a Work Breakdown Structure
- Discover how to track multiple projects
- Evaluate a real timeline
- Evaluate why time calculations are wrong
- Examine the characteristics of a milestone
- Analyze the strengths and weaknesses of a Gantt chart
- Define the critical path
- Evaluate the strengths and weaknesses of a critical path
- Discuss how to handle delays
- Discuss the effects of a late start

Objective 3: Examine steps in creating a project budget and developing a master budget control process

- Discuss the implementation of the project plan

Managing Team Module

Objective 4: Analyze job responsibilities

- Discuss a priority checklist
- Assess modern-day accountability myths

Objective 5: Evaluate how to coach the project team toward success

- Develop workers with new skills
- Discuss the values of successful coaching of project teams
- Analyze common coaching mistakes of project teams
- Develop a Mission Statement and Vision

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- Identify vision through leadership
- Examine why visions fail
- Evaluate where you are going
- Explain tough-minded leadership
- Examine strategies for creating trust
- Define ways to equip and empower

Objective 6: Contrast different change strategies

- Classify why project teams block change
- Choose ways to reduce project team resistance
- Evaluate changes that support goals
- Develop core values

Objective 7: Describe requirements for being an overcomer on project teams

- Analyze two types of motivation within a project team
- Examine ways to align motivational techniques with workers
- Analyze the disciplining of project team members and ways to change behavior
- Identify how to track project team members

Change Module

Objective 8: 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 in people
- Assess five new focuses from change
- Examine 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

Objective 9: Create a strategy for change

- Perform a force field analysis
- Create an action plan

Conflict Module

Objective 10: Discuss the positive side of conflict

- Define conflict
- Analyze the eight most common times for conflict
- Identify six reasons for conflict among workers

Objective 11: Examine 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

Objective 12: Review active listening skills

- Discuss hedge words people use to distort communication
- Analyze techniques people use to avoid issues
- Review the seven stages of group conflict

Objective 13: Create a code of conduct for controlling a resolution meeting

- Compare ways to confront others while helping them save face
- Examine confrontation techniques

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- Review assertiveness techniques
- Apply facilitation skills to allow 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 Management 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
- Time frame 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