

PROJECT MANAGEMENT



INSTRUCTOR GUIDE 1-DAY COURSE

HRDQ[®]

PROJECT MANAGEMENT

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Instructional design and learning philosophy

We are committed to providing the best core skills content possible for Instructor-Led Training (ILT). The following principles are applied in the development of programs:

Sound Instructional Design

All course content is developed using a variety of research techniques. These include:

- Brainstorming sessions with target audience
- Library research
- Online research
- Customer research (focus groups, surveys, etc.)
- Subject Matter Experts (SME)
- Interviews with trainers

Expert instructional designers create imaginative and innovative solutions for your training needs through the development of powerful instructional elements. These include:

- Learning objectives — effective tools for managing, monitoring and evaluating training
- Meaningfulness — connects the topic to the students' past, present and future
- Appropriate organization of essential ideas — helps students focus on what they need to know in order to learn
- Modeling techniques — demonstrate to students how to act and solve problems
- Active application — the cornerstone to learning — helps students immediately apply what they have learned to a real-life situation
- Consistency — creates consistent instructions and design to help students learn and retain new information
- Accelerated learning techniques — create interactive, hands-on involvement to accommodate different learning styles

Application of Adult Learning Styles

Adults learn best by incorporating their personal experiences with training and by applying what they learn to real-life situations. Our experienced instructional designers incorporate a variety of accelerated learning techniques, role-plays, simulations, discussions and lectures within each course. This ensures that the learning will appeal to all learning styles and will be retained.

Course timing

Module One: Introduction to Project Management

Type of Activity	Segment	Time
	Welcome	10
	The essence of project management	45
	Your project management skills	5

Module Two: Planning the Project

	Start with a clear goal	20
	Assisting customers define the objectives and deliverables	60
	Realistic project budgeting	15
	Fine-tuning the project plan	15
	Accounting for risk	10
	Incorporating risk into the plan	15
	Customer approval and sign off	5



Reading



Written Exercise







Facilitate



Group Activity

Course timing

Module Three: Project Implementation

Type of Activity	Segment	Time
	Assemble the project team	25
	Managing project communication	20
	Managing the work	30
	Motivating dynamic teams	15



Reading



Written Exercise



Facilitate






Group Activity

Module Four: Monitoring the Project

	Using project management tools	15
	Solving schedule problems	25
	Solving budget problems	15
	Solving performance problems	15
	Project reports	20
	Renegotiations	15

Course timing

Module Five: Complete and Evaluate the Project

Type of Activity	Segment	Time
	Finalizing the project	10
	Abandoning the project	10
	Evaluation and wrap-up	15



Reading



Written
Exercise



Facilitate



Group
Activity

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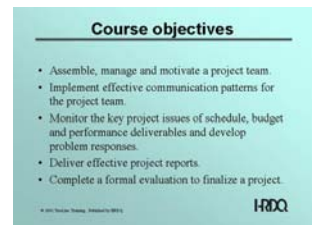
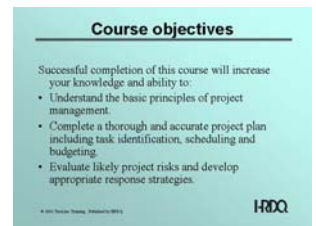
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Course objectives

Successful completion of this course will increase your knowledge and ability to:

- Understand the basic principles of project management
- Complete a thorough and accurate project plan including task identification, scheduling, and budgeting
- Evaluate likely project risks and develop appropriate response strategies
- Assemble, manage, and motivate a project team
- Implement effective communication patterns for the project team
- Monitor the key project issues of schedule, budget, and performance deliverables and develop problem responses
- Deliver effective project reports
- Complete a formal evaluation to finalize a project



ModuleOne

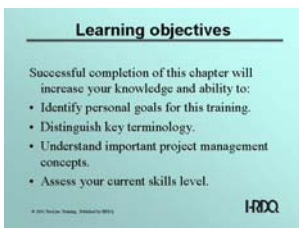


INTRODUCTION TO PROJECT MANAGEMENT

Learning objectives

Successful completion of this module will increase your knowledge and ability to:

- Identify personal goals for this training
- Distinguish key terminology
- Understand important project management concepts
- Assess your current skill level



Welcome

This workshop includes an overview of the key technical elements of project management with particular emphasis placed on the interpersonal skills required for effective, successful project management. The material is targeted to benefit both the novice project manager as well as those with experience, based on each person's level of participation in the learning process. In order to maximize your own learning experience, be prepared to:

Ask questions — both your facilitator and other workshop participants can provide clarification to any content you find significant to your professional development.

Share your insights — the value of discussion depends on the willingness of each participant to contribute their thoughts and experiences for the benefit of others.

Participate in exercises — the application of certain concepts provides the opportunity for you to assess your understanding of the concept as well as providing a platform for participant discussion.

Did you come to this workshop with any learning objectives already in mind? Use the space provided below to write them down. Refer back to your list throughout the day to make sure these objectives are met before the end of the training.

Personal Learning Objectives:

At the end of this introduction module, you will participate in an assessment of your current project management skills. This assessment may help you identify additional learning objectives.

Welcome participants. Introduce yourself and your experience relevant to the topic.



Discuss the day's agenda using the table of contents and the slide shown above. Emphasize that the course will focus on the technical elements of project management with respect to how they support the communication, team building, and management aspect of successful project management.

You may want participants to introduce themselves and discuss their learning goals for the day.

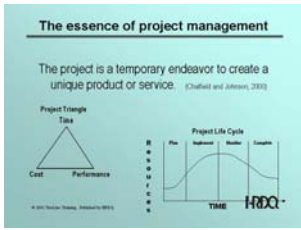
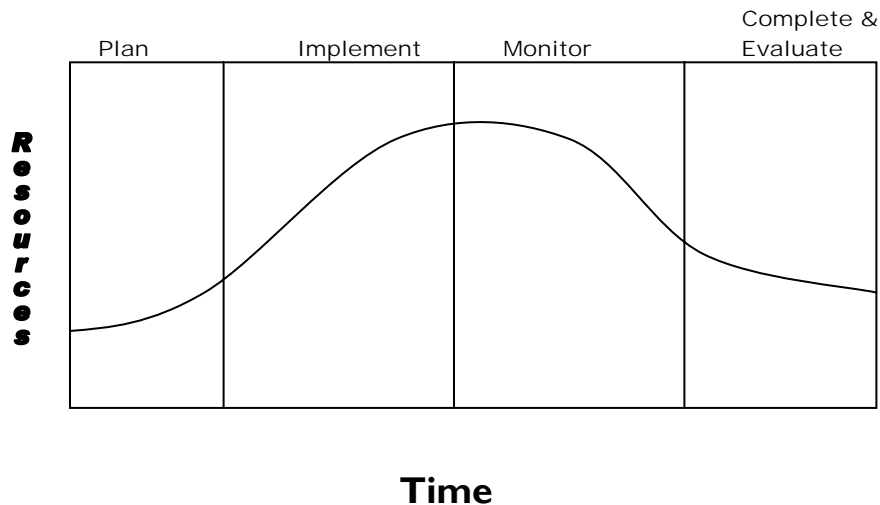
The essence of project management

A project can be differentiated from ongoing business operations in that it is "a temporary endeavor to create a unique product or service" (Chatfield and Johnson, 2000). Within this short definition can be found the basic "project triangle": time, cost, and performance. The "art" of project management involves the continual balancing of these three areas throughout the process of planned and unplanned events to arrive at a successful completion.

Project triangle: Time

Given that a project is temporary in nature, it can be assumed that there is some end date on the horizon. This deadline may or may not be identified when a project begins, but it is expected that the project activities are focused toward task completion and product/service delivery.

Over this allotted period of time, the projects will exhibit a common life cycle that will look something like this:



Use the PowerPoint slide to introduce the definition of a project, emphasizing how the project triangle is referred to in this short statement.

Briefly discuss the triangle relationship of time, cost and performance along with the implications of balancing them.

Use the slide on the project life cycle to talk about how the different goals and deadlines in any project can be organized into standard project phases.

The essence of project management

Project triangle: Cost

As an "endeavor," a project will involve work completed by the resources (people, material, and equipment) that are assigned to it. These resources each have a cost associated with them that will be accumulated toward the total cost of the project. As with time, cost will ultimately be a limiting factor on the project, since virtually all projects have some type of budgetary goals set out for them at the start. The project may also have other potential resource limiting aspects (i.e., it may be specified that the project can only utilize internal resources or the project may have regulatory restrictions it must satisfy, etc.).

Project Triangle: Performance

Finally, the end result of a project is to "create a unique product or service." This product/service may be targeted toward an unmet need for millions of customers or it may be customized to meet the need of one specific customer. The customer may be either internal or external to your organization. In any event, a successful project begins with a specific definition of the features, function, and quality requirements, which are mutually understood by the customer and the project manager (as well as the key people involved in making the project happen). In Module Two we will discuss performance in terms of "Objectives and Deliverables."

Briefly review the other two legs of the project triangle:

- Cost as it results from using resources to complete the project and

- Performance as defined by the features and characteristics for the product/service requested by the customer. Further information on performance is forthcoming in Module Two.

The essence of project management

What makes project management unique?

Another way to look at the difference between ongoing operations and project management is to note the different roles functional managers and project managers play.

Overview on how the role of the project manager differs from that of other managers in the organization.

Project manager vs. functional manager

- Generalist with broad experience
- Manages as a team coordinator for a diverse group of specialists
- Skilled at synthesis and systems approach
- Specialist
- Manages as a direct supervisor with administrative responsibility for staff and work load
- Skilled at analysis and analytical approach

Project managers	Functional managers
Generalists; broad experience	Specialists
Manage as team coordinators for a diverse group of specialists	Manage as direct supervisors with administrative responsibility for staff and work load
Skilled at synthesis and systems approach	Skilled at analysis and analytical approach

Your project management skills

For each project management activity, rate your current skill level from one to three. Give yourself a "1" if you are adept in that aspect of project management. Give yourself a "3" if you are a novice in that area or feel that it is a weakness in your project management style.

Rating	Project management activity
	Assisting customer to determine the specific features and functions they want in a product or service.
	Estimating the time factors involved for each task in the project.
	Creating a Gantt chart for the project.
	Developing a realistic project budget.
	Identifying any critical limitations in the time, cost and performance parameters for the project.
	Identifying the critical path for a project.
	Evaluating risk factors and planning contingencies.
	Assembling a project team.
	Maintaining effective communication patterns with customers, team members, and other relevant managers throughout the life of the project.
	Coordinating the activities of the project team.
	Keeping tasks on schedule.
	Solving unforeseen problems during the project.
	Providing closure to a project including an evaluation.

Allow three to five minutes for the participants to complete the assessment. Encourage them to add to their learning objectives any new skills they are now aware that they need to build.

Debrief the activity by selecting three or four of the activities and asking for a show of hands from everyone who rated that activity as a one. Finally, at the end of debriefing, remind participants to keep in mind the activities where they gave themselves a two or three as areas to focus on when they are covered in today's workshop.

Transition to the next module by emphasizing that the planning phase will set the foundation for the rest of the project. If it is done correctly, time and effort put into planning a project will make the manager's job easier. If planning is handled improperly, the manager will consistently be trying to make up for it later.

