

## Course 164

### Advanced Project Management Simulation (3 Days)

#### Course Description...

This on-the-job simulation course builds on the baseline Project Management Essentials course (#150). On the first morning, small teams of students will be “promoted” to the role of Senior Project Manager tasked with recovering a troubled organizational project. You will have a choice of either a technical or non technical project. Students will be presented with real-world situations and typical problems encountered in their every day work environment.

After a review of fundamental Project Management skills, attendees will begin receiving reports and problems from the eight members of their new project team. The team will have been poorly led and has very low motivation. Participants will be expected to develop plans and strategies to address each problem simulated in class. Project Managers will be tasked with creating a team development plan that addresses conflict, dysfunctional teams and internal stakeholders. Finally, attendees will develop an advanced Risk Management plan and an effective plan to deal with Scope Creep.

#### Learning Objectives...

- Review of the foundation of Project Management Essentials
- Discuss effective project leadership strategies
- Learn how to motivate a matrix team
- Understand team process and how to develop a strong team atmosphere
- Learn how to effectively deal with conflict on a team
- Learn and practice how to negotiate with any stakeholder
- Develop an advanced Risk Management plan
- Deal effectively with Scope Creep and multi projects

#### Who should attend...

- Project managers, IT project managers, project coordinators, project analysts, project leaders, senior project managers, team leaders, product managers, program managers, project team members, stakeholders, and senior managers responsible for managing business-focused projects.

#### Prerequisites...

Experience and training at the level equivalent to Course 150, "Project Management Essentials" or Course 309, " Managing Software Development Projects " are assumed.



## Course Topics...

### Unit 1: Review the Basic Project Management

#### Case Study – What’s Missing in this Plan?

Your role as a Project Manager

- What is a project?

What is Project Management?

- Definitions
- The project triple constraint triangle
- Estimating and Scheduling
- Project Communication planning
- Process Groups and Knowledge areas
  - Initiation
  - Planning
  - Execution
  - Monitoring and Control
  - Close out

### Unit 2: Project Leadership

- **Case Study – a Total Lack of Leadership**
- Leadership vs Management
- The role of the leader
- Effective leadership strategies
- Practical leadership models for project managers
- Leading technical teams
- Develop a leadership plan for your team at work

### Unit 3: Motivating a Project Team

- What is Motivation?
- Popular theories
- Motivating your underperformers
- Creating a motivating team environment
- Develop a motivation plan for your team
- **Case Study – Zero Motivation**

### Unit 4: Creating an Effective Team

- **Case Study – The Dysfunctional Team**
- The definition of an effective team
- Advantages and disadvantages of working in teams
- Characteristics of an effective team
- Understand team process
- Your role in creating an effective team
- 6 things that effective teams do well (and dysfunctional teams do not do well)
- Turning a trouble team around



## **Unit 5: Handling Team Conflict**

- **Case Study – The Battling Team**
- When is conflict positive and negative
- Diffusing conflict situations
- 3 levels of emotions during times of conflict
- A 3 step plan for handling conflict on the team
- Create a plan for dealing with team conflict
- Role play a conflict situation

## **Unit 6: Project Negotiations**

- What are negotiations?
- Types and Kinds of Negotiations
- Dealing with anxiety
- Negotiation planning
- Strategies, tactics, games and dirty tricks to watch for
- **Case Study – Negotiating a Complex Project Case**

## **Unit 7: Advanced Risk Management**

- **Case Study – The Risk Plan**
- Review the basic risk management planning
- PMI's advanced risk management planning
- Creating the Risk Breakdown Structure
- Qualitative and Quantitative Risk Review
- Risk response planning
- Managing multi projects

## **Unit 8: Managing Scope Creep**

- **Case Study – “You want to add what?!”**
- What is Scope Creep and what causes it?
- Creating a change management plan
- The project triple constraint
- 3 ways to effectively manage scope creep

**Note:** The level of detail that is covered in each unit is dependent on the unique background of the class participants. The course instructor will work with each district prior to class to develop the appropriate mix of topics to be covered.