

# TOTAL SYSTEMS EDUCATION, LTD.

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TSE012

## PROJECT MANAGEMENT FOR PROJECT TEAM MEMBERS



### Course Description

Projects carry complex concerns, not always found in traditional management. This one day module introduces the project team members to the Project Management and its structure. The structured model of Planning, Organizing, Scheduling, Controlling and Managing Change with specific tools and techniques, is presented. The overall objectives of this team member workshop are to inform participants of their roles in projects; and to enable negotiation, communication, and coordination between project managers and members of the project team.

*This program is people who do not manage projects themselves, but are critical members of project teams. Participants are introduced to the concepts and tools taught in the Project Planning and Control - Foundations workshop. It does not replace that course.*

Once completed, participants involved with PMI® and the Project Management Institute's Project Management Professional – PMP program, are awarded 7 PDUs or 7 “Contact Hours”.

Upon completion of this course, each participant will be able to:

- ◆ Understand the process being followed by his/her project manager to develop project and phase plans, estimate work effort, resource requirements and project schedules;
- ◆ Understand the importance of identifying and producing task deliverables on-time and according to specifications;
- ◆ Understand the importance of effective communications in projects;
- ◆ Understand each member's role in supporting the project process and his or her associated responsibilities;
- ◆ Understand, follow and support the project's change request policy;
- ◆ Report progress and quality metrics for status of projects and deliverables;
- ◆ Understand the use of *project management software* to help plan, organize, control, change, track and report projects.

Instructional methods for this full day module are lecture, discussion and multiple group exercises. Upon request, internal methodology and processes will be included in the course materials.



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### Course Outline

#### **I. Introduction and Course Objectives**

#### **II. Project Management Concepts**

- A. Process vs. Project Management
- B. Project Characteristics
  - 1. Mission
  - 2. Beginning and End
  - 3. Resources
  - 4. Roles and responsibilities
  - 5. Risk
  - 6. Visibility
- C. What is PMI and Its Role

#### **III. Project Management Model**

- A. Project Management (following PMI®)
  - 1. Initiate
  - 2. Plan
  - 3. Execute
  - 4. Control
  - 5. Close
- B. Project Life Cycles (The Project Process)
  - 1. Iterative
  - 2. Waterfall
  - 3. Six Sigma (DMAIC)
  - 4. Others
- C. Integration of the Project and the Process
  - 1. Separate and different
  - 2. Plan, Organize and Control the Process
  - 3. Impact of Changes to the Process and Management of the Process
- D. Stakeholder Roles and Responsibilities
  - 1. Management
  - 2. Workers
  - 3. People vs. Technical Skills
  - 4. Delegating vs. Doing

#### **IV. Best Practices**

- A. Scope Management (Project Charter)
- B. Risk Management
- C. The Need to Negotiate
- D. Critical Project Communications



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### Course Outline (Continued)

#### V. Managing the Pentagon

- A. Time
- B. Money
- C. People
- D. The Plan
- E. Scope and Quality
- F. Being Proactive

#### **Team Exercise: Project Team Communications**

#### VI. Planning

- A. Scope Management
- B. Project Risks and Assumptions
- C. The Work Breakdown Structure (WBS)
- D. Estimating Techniques
- E. Network Diagram (PERT -- Dependency Diagram)
  - 1. What it is and Why it's needed
  - 2. The Critical Path
  - 3. Impact Analysis
  - 4. Float and Slack
- F. Gantt Chart – Time-line
  - 1. What it is
  - 2. Schedule
  - 3. High level vs. Detailed
- G. Putting it all together
  - 1. The Work Plan
  - 2. “Bouncing it off your manager”

#### VII. Organizing and Scheduling

- A. The Project Environment
- B. Staffing the Project
  - 1. Hierarchy
  - 2. Matrix
  - 3. Cross Functional Teams
- C. Resource Conflicts
- D. Support Groups and Vendor Management
- E. Communications
  - 1. Face to Face
  - 2. Status Reports
  - 3. Status Meetings
- F. Approvals



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### Course Outline (Continued)

#### Team Exercise: Team Synergy and Prioritization

#### VIII. Execution, Tracking and Control

- A. Track Progress
- B. Detailed Planning helps Control
- C. Quality
  - 1. How to Manage
  - 2. Roles in Assuring Quality
- D. Corrective Actions
- E. Informing Management

#### IX. Change Control (Scope Management)

- A. Planning for Change
- B. Owner Involvement
  - 1. Product Changes
  - 2. Prioritization
- C. Change Control Procedures
  - 1. Identification of Changes
  - 2. Tracking Changes
  - 3. Who, What, When, Where and Why of Changes
  - 4. Impact Analysis

#### X. Team Member Roles and Responsibilities

- A. Meet with Stakeholders
- B. Manage Expectations and Develop Success Criteria
- C. Help Develop the Work Plan and Schedule
- D. Develop the Details
- E. Adhere to the Change Policy
- F. Constantly Communicate
- G. Identify Problems and Develop Solutions
- H. Learn from the Past

#### XI. Conclusion

- A. Project Closure and Lessons Learned
- B. Review Major Topics
- C. Participants Critique

