

PROJECT MANAGEMENT 2 (PM2)

Duration 4 days
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OBJECTIVES:

This Workshop sets out to build on the foundation tools and techniques provided in the Project Management 1 course (PM1).

In this Workshop more attention will be paid to the Communication and People Management skills needed to optimise the performance of a project team.

The theory as in the previous Workshop will be substantially augmented with practical exercises and a major case study.

WORKSHOP ATTENDEES WILL:

- Reinforce and practise the techniques and good practise in planning a project from Project Management Workshop 1.
- Consider team formation and team building issues. Consider and create virtual teams from groups spread around the organisation, or spread geographically. Be aware of the effects of the Management Matrix, the part-time project team and take steps to deal with this. Determine how project teams need appropriate support at different phases of the project. Recognise the effect of stress and work loading on project team members. Evaluate how this can vary significantly for individuals and use workload to positive effect.
- Understand the different personal characteristics present within a project team. See how a group with the correct balance of characteristics can be complementary and highly effective. Understand that opposing characteristics to our own may be a strength, not a weakness.
- Understand the major behavioural skills for Project Managers:
 - **Managing** - The ability to plan and control projects so that they are completed on time and within budget.
 - **Directing** - Giving task instructions and negotiating delivery time-scales and quality.
 - **Interviewing** - Being able to interview, having listening and questioning skills.
- Navigating the changes that projects generate both through the direct changes to systems but also the changes in organisation, and processes that may arise.
- Consider how communications issues are key in carrying out effective projects. This will be explored in both planning and reporting. Further, project politics will be given a high profile, as will the interaction project teams have with Senior Management, other departments and sub-contractors. The issues of interaction with sub-projects and other projects in the organisation will be tackled.
- Learn problem solving techniques as applied to multivariable issues. Consider problem solving meetings and effective follow-up actions. Optimise the effect of decisions, leading to lowest cost, best return results.

- Consider negotiation skills applied to the project environment. Discuss negotiation strategies. Evaluate negotiation tactics and ploys (including negotiation for human resources). Deal effectively with ploys.
- Understand the tactics and complexities of supplier management, for example:
 - Influencing skills to present requirements
 - Leverage and partnership strategies
 - Third party internal forces such as those that exist between Marketing (Sales) and developers
 - Negotiation with suppliers and supplementary techniques to manage the contract(s)
 - Third Party evaluation
 - Tendering and Requests for Quotation considerations
 - Quality assessment of third party projects / products
- Discuss motivation of project team members. Determine the actions a project manager can take to create an environment that motivates project team members. Learn to delegate effectively, to support a motivating environment and manage conflict situations.
- Consider and discuss management styles and their effects on communications, morale and productivity. Understand and the various complex roles of Sponsors, process owner and customer. Learn about the Pygmalion effect and MacGregor's Theories.
- Undertake a project case study and contribute to it from concept to completion. This case study will take the form of a multiple site project, with tight resource constraints and complex dynamic technology. The pace will be fast moving, requiring the class teams to plan accurately and implement the project in an efficient manner. This efficiency will be reflected in time, cost, resource use, quality and customer relationships. Where practicable, the various behavioural skills and management techniques will be incorporated.