

Project Team and Stakeholder Management

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(PGM 341)

Lecture 0 Orientation



Course Outline

Lecture

Orientation

Lecture 1: Determining the Direction and Initial Specifications of a Project.

Lecture 2: the search for the high-performing team.

Lecture 3: Context: Laying the Foundation for Team Success.

Lecture 4: Composition: Getting the Right People on the Bus.

Lecture 5: competencies: Developing Team Skills for High Performance.

Lecture 6: Change: Devising More Effective Ways of Working Together.

Lecture 7: The Project Team's Environment (Stakeholders, Developing and Using Project Networks).

Lecture 8: Leading Project Teams.

Lecture 9: Managing Conflict in the Team.

Lecture 10: Writing Project Reports.



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Course Objectives

- ✓ Describes the scope of stakeholder-engagement activities extends from the initiation phase through to project completion.
- ✓ Introduce different activities such as comparing actual performance with planned performance, and analyzing variances as they pertain to project scope, quality, schedule, and cost.

Course Objectives

- ✓ Assessing the abilities and effectiveness of team members, team building, leadership, motivation, and conflict resolution. Stages and effective actions for developing and utilizing teams and team members are also covered.
- ✓ Describes how to take corrective actions when needed, and how to formally communicate project status to stakeholders.

Lecture
01

Determining the Direction and Initial Specifications of a Project

1. the project's mission statement.
2. what is a project mission statement and what role does it play?
3. stakeholders in the project's mission.
4. project parameters: project scope, costs, and timeline.
5. the project charter.
6. the project plan.

Lecture

02

The search for the high-performing team

1. the search for the high-performing team.
2. Determinants of High-Performing Teams: The Four Cs.
3. Context for the Team.
4. Composition of the Team.
5. Competencies of the Team.
6. Change Management Skills of the Team.

Lecture
03

Context: Laying the Foundation for Team Success

1. The Context Problem.
2. The Importance of Context.
3. What Type of Team Is Needed?
4. Does the Organization's Context of Culture, Structure, and Systems Support Teamwork?

Lecture
04

Composition: Getting the Right People on the Bus

1. Team Composition and Performance.
2. Team Size.
3. Creating the Context and Composition for Team Performance.
4. Cultural Characteristics: A Team Orientation.
5. High Priority on Personal Development.
6. Creating the Context and Composition for Team Performance.

Lecture

05

Competencies: Developing Team Skills for High Performance

1. Developing the Competencies of High-Performing Teams.
2. Team Leader as Educator.
3. Team Leader as Coach.
4. Team Leader as Facilitator.
5. Measurement of Team Competencies.

Lecture
06

Change: Devising More Effective Ways of Working Together

1. Common Problems Found in Teams.
2. Differences Between Team Members and the Team Leader.
3. Differences Among Team Members.
4. Team Building as a Process.
5. Use of an Outside Facilitator or Consultant.
6. The Roles of Manager and Consultant.
7. The Team-Building Cycle.

Lecture
07

The Project Team's Environment (Stakeholders, Developing and Using Project Networks)

1. Stakeholders.
2. Developing and Using Project Networks.

Lecture

08

Leading Project Teams

1. The roles of a project leader.
2. External role requirements.
3. Internal role requirements.
4. Clarifying the leadership role.
5. Project leadership and the project's life cycle.
6. Project leadership and individual project members.

Lecture

09

Managing Conflict in the Team

1. Expectation Theory of Conflict.
2. Negotiating Agreements.
3. Helping Teams in Conflict or Confusion: The Role Clarification Exercise.
4. The Manager as the Center of Conflict.
5. Diversity as the Source of Conflict.
6. The Problem Member.

Lecture

10

Writing Project Reports

1. Know your readers and what they want.
2. The project report.

Learning Outcomes

- Demonstrate how teams are assigned and formed and describe the stages of team development.
- The role of the project manager in team formation, development, and closeout.
- Understanding stakeholder engagement, the types of stakeholders, and their roles, influence, and power
- Increasing project-team performance, addressing performance issues, and appraising processes and incentives.
- Analyze the nature of stakeholder groups and summarize their impact on project performance.

Learning Outcomes

- Choose from among a suite of appropriate strategies for stakeholder management, and recommend an approach based upon stakeholder strengths and weaknesses, their impact on the project, and other categories of stakeholder characteristics, such as priority and authority.
- Identifying changes to the project baseline.
- Demonstrate mastery of program level competencies.

References

Team Building Proven Strategies
for Improving Team Performance

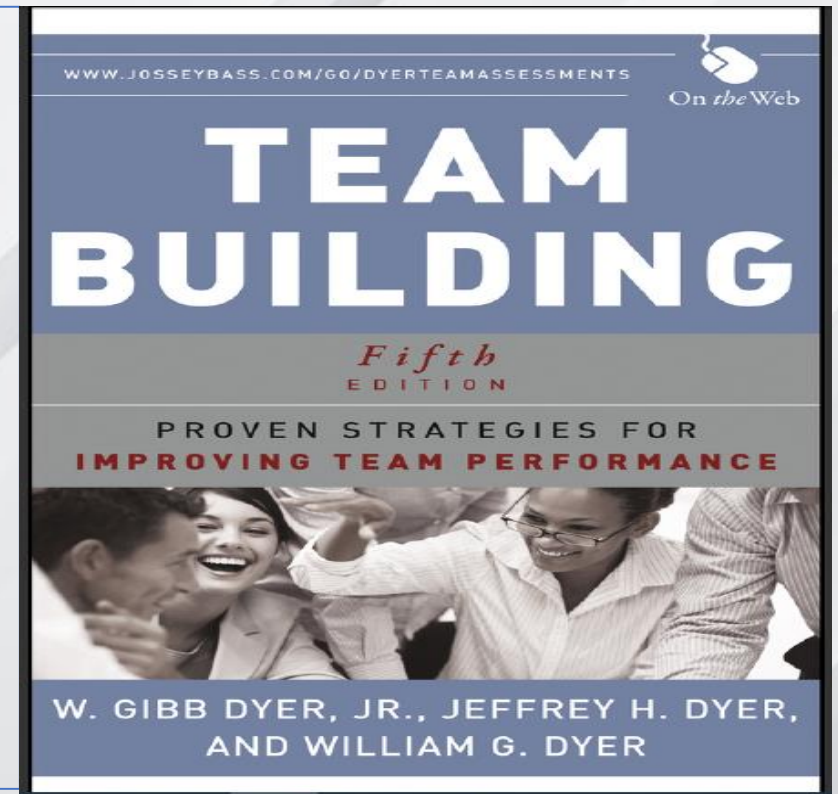
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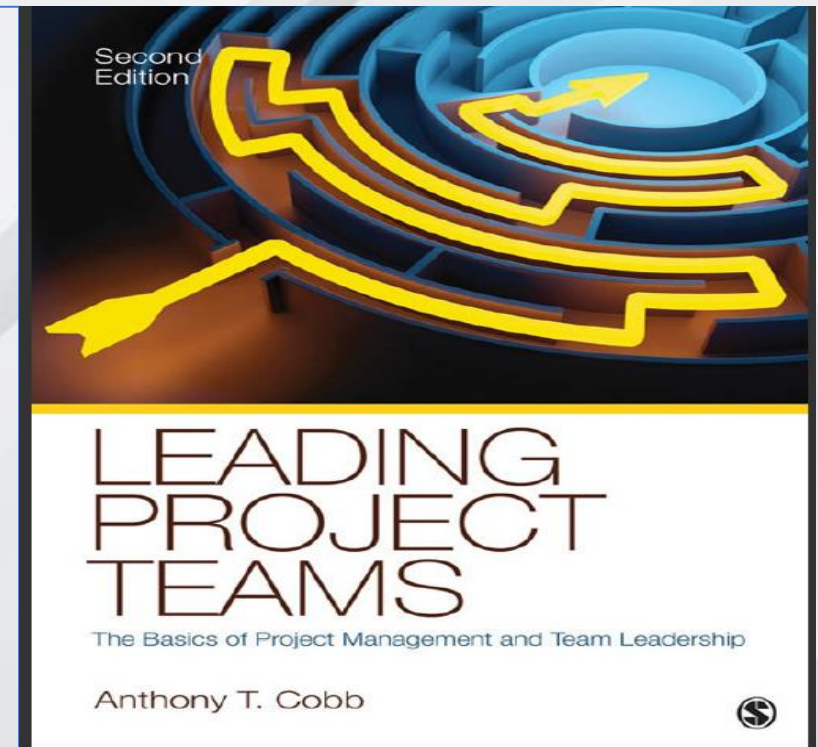


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