

Project teams and stakeholder management

Introduction

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PMG 341

Introduction

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Lecture 1

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 2

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 3

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 4

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 5

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 6

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 7

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

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

Lecture 8

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 9

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.

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Course Objectives

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

(PGM 341)**Course Objectives**

- **To Assess 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.**
- **To Describe how to take corrective actions when needed, and how to formally communicate project status to stakeholders.**

(PGM 341) Course Learning Outcomes

- To 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.
- To Understand stakeholder engagement, the types of stakeholders, and their roles, influence, and power
- To Increase project-team performance, addressing performance issues, and appraising processes and incentives.

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Course Learning Outcomes

- To Analyze the nature of stakeholder groups and summarize their impact on project performance.
- To Apply EVM techniques to assess the project cost and schedule.
- To 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.
- To Identify changes to the project baseline.
- To Demonstrate mastery of program level competencies.

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References

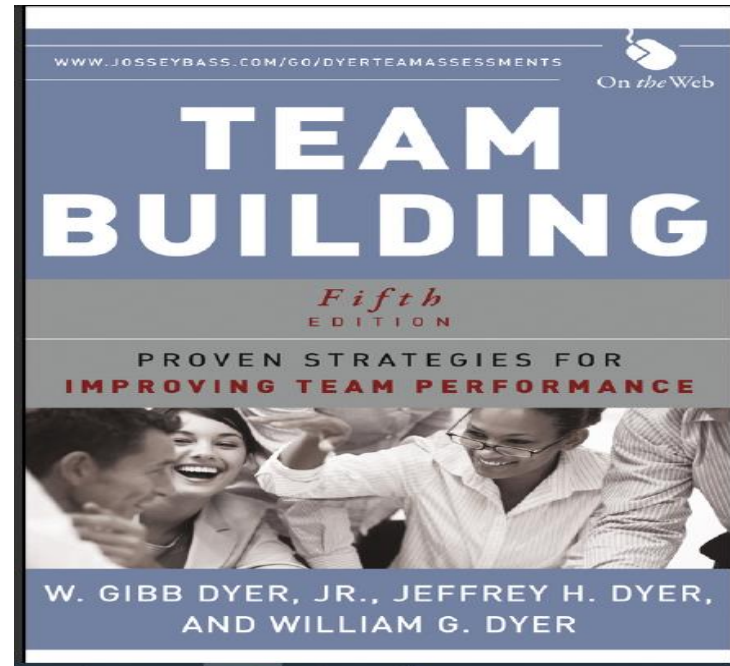
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Fifth Edition

By:

W. Gibb Dyer Jr.

Jeffrey H. Dyer

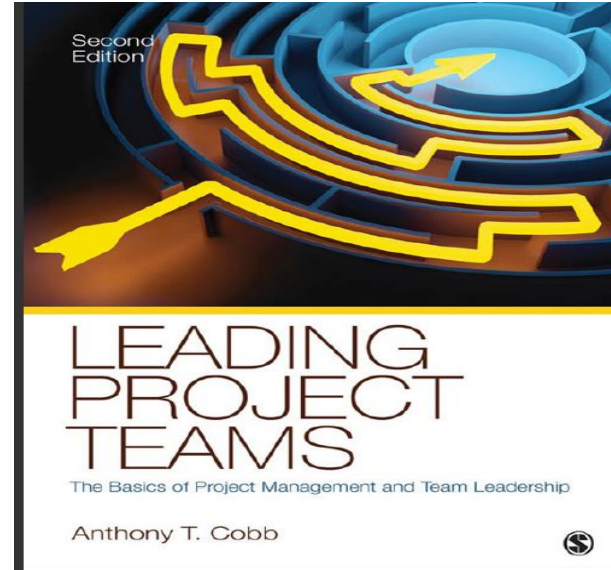
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**Thank you
Any Questions?**