

# PROJECT MANAGEMENT

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## PART A

### I. Project Management: The Basics

1. Role of high-performance teams and leadership in project management.
2. Tools and techniques for developing and strengthening high performance teams and team members.
3. Stages in project cycle.
4. Best practices to develop competencies and skills in planning and controlling projects to ensure successful outcomes.
5. Monitoring project activities and assess progress.
6. Communicating proficiently to report project status and performance to stakeholders and contribute to organizational knowledge base.

### II. Fundamentals of Management

1. Difference between managers and leaders.
2. Focus of a manager's job.
3. Required skills for a new manager's success.
4. Five functions of management.
5. New model management operating philosophy.
6. Hierarchy of planning.
7. SMART goal setting technique.
8. Concept of evolution of leadership.
9. How customer satisfaction is linked to controlling.
10. Power of building a network.

### III. Initiating and Managing Projects

1. Key characteristics of a project.
2. Primary project constraints.
3. Role and responsibilities of the project manager.
4. Project Organizational Structures.
5. Project Stakeholders.
6. Information needs of the project stakeholders.
7. Responsibility for managing stakeholder and controlling stakeholder engagement.
8. Purpose of using a project charter.
9. Summarizing the key elements of a project plan.
10. Common sources of conflict within a project environment.
11. Difference between authority and influence.

### IV. Budgeting and Scheduling Projects

1. Resource needs of the project.
2. Decomposing work packages into activities.
3. Defining what is needed to estimate activity durations.
4. Defining milestones and create a milestone schedule.
5. Determining the critical path and calculate float.
6. Purpose of using leads and lags in a project schedule.
7. Quantities and costs of resources required to perform project activities.

8. Three common cost estimating techniques.
9. Responsibility assignment matrix to assign responsibilities.
10. Components of a project's quality management plan.

V. Managing Project Risks and Changes

1. Defining components of a communications management plan.
2. Understanding the importance of communications channels.
3. Defining the key elements needed to measure and report on project scope, schedule, and cost performance.
4. Identifying project risk events.
5. Prioritizing identified risks.
6. Developing responses for a high priority risk.
7. Identifying and analyze changes to project scope.
8. Describing causes and effects of project changes.
9. Defining the purpose of conducting a lessons learned session.

PART B

VI. Time Management: Work Smarter not Harder

1. Planning effectively to achieve your personal and professional goals.
2. Recognizing and overcoming barriers to successful time management.
3. Identifying specific time management tools and use them effectively.
4. Managing resources both effectively and efficiently.
5. Sense of perspective to prevent and manage crises.
6. Learning to delegate effectively.
7. Learning to manage expectations and say "No" when appropriate.

VII. Communication in 21<sup>st</sup> Century

1. Identifying a communication style.
2. Describing methods to increase effective communication.
3. Discussing how changing demographics affect workplace communication.
4. Differentiating between the five working generations and their communication preferences.
5. Identifying the communication benefits of different work environments, such as in-person, virtual, or hybrid.
6. Discussing effective techniques for communicating with a diverse workforce.
7. Implementing a flexing communication strategy to better communicate with one's workplace team.

VIII. High-Impact Business Writing

1. Writing effective business communications, including bad news, good news, persuasive writing, presentations, emails, memos, business reports and press releases.
2. Editing and proofreading business documents.
3. Writing for a global market.

IX. The Art of Negotiation

1. Nature of negotiation and how it differs from selling.
2. Basic doctrines of negotiation and barriers to effective negotiation.
3. Role of authority and how to address it in negotiations.

4. Role of power in negotiations and how to address power inequities.
5. Positive and negative influences of empowerment.
6. Different “stances” or negotiation styles negotiators might adopt.
7. Factors that influence which negotiation style is implemented.
8. Personal and behavioral characteristics of an effective negotiator.
9. Grasp of emotional intelligence and how it impacts the effectiveness of a negotiator.
10. Values and personal style and how they affect the negotiation process.
11. Critical importance of planning and preparation in the negotiation process.

X. Effective Problem Solving and Decision Making

1. Key terms, styles, and approaches to effective problem-solving and decision-making.
2. Affordances and limitations associated with problem-solving and decision-making.
3. How mindset and personal bias influence the ability to solve problems and make decisions.
4. How organizational decisions or non-decisions impact personal development, team dynamics, and company-wide performance.
5. How both good and bad team decisions can benefit professional growth.

## PART C

I. Project1 (Project Management)

1. Writing a narrative charter statement.
2. Creating a work breakdown structure.
3. Sequencing project activities.
4. Building a project schedule.
5. Creating a project budget.
6. Creating a responsibility assignment matrix.
7. Identifying project risks and define responses for those risks.

II. Project2 (Career Development)

1. Applying the methods, techniques and skills you have learned throughout the Specialization to add value, every day, to your organization by effectively gathering, synthesizing, analyzing and presenting information.
2. Developing and hone your critical thinking skills as you evaluate ideas, concepts, approaches and assumptions to arrive at a practical, yet innovative, solution to an organizational problem.
3. Learning to skillfully use a powerful strategic planning tool.
4. Effectively communicating information, ideas, problems and solutions to senior-level decision makers.

## Project Management: The Basics

### 1. Role of high-performance teams and leadership in project management

#### 1.1. Role of High-Performance Teams:

##### A. Definition of high-performance teams:

High-performance teams are groups of individuals who work together cohesively to achieve a common goal.

##### B. Importance of high-performance teams:

High-performance teams are crucial to the success of a project. They can improve productivity, increase collaboration, and achieve better results.

##### C. Key characteristics of high-performance teams:

High-performance teams typically have strong leadership, clear communication, shared values, and a focus on continuous improvement.

##### D. Team building:

Project managers must invest time in building and maintaining high-performance teams. This includes creating a positive team culture, providing training and development opportunities, and encouraging teamwork.

##### E. Team roles and responsibilities:

Project managers must ensure that team members understand their roles and responsibilities, and that they have the necessary skills and resources to perform their duties effectively.

##### F. Performance monitoring:

Project managers must monitor the performance of the team, providing feedback and coaching to improve performance and ensure that the team is meeting its objectives.

#### 1.2. Role of Leadership:

##### A. Definition of leadership:

Leadership is the process of influencing others to achieve a common goal.

##### B. Importance of leadership:

Effective leadership is essential for the success of any project. It can help motivate team members, create a positive team culture, and ensure that the project is delivered on time and within budget.

##### C. Key characteristics of effective leaders:

Effective leaders typically have strong communication skills, are able to inspire and motivate others, and have a clear vision for the project.

##### D. Leadership styles:

There are many different leadership styles, including autocratic, democratic, and laissez-faire. The most effective leadership style will depend on the project and the team.

##### E. Decision-making:

Leaders must be able to make decisions quickly and effectively, weighing up the risks and benefits of different options.

##### F. Risk management:

Leaders must be able to identify and manage risks, and ensure that the project is delivered on time and within budget.

##### G. Conflict resolution:

Leaders must be able to resolve conflicts between team members, and ensure that everyone is working together effectively.

#### H. Continuous improvement:

Leaders must encourage continuous improvement, both in themselves and in their team members, to ensure that the project is always striving to be better.

Overall, high-performance teams and effective leadership are critical to the success of any project. Project managers must invest time and effort into building and maintaining high-performance teams, and must lead effectively to ensure that the project is delivered on time, within budget, and to the required quality standards.

2. Tools and techniques for developing and strengthening high performance teams and team members.

A. Communication:

Effective communication is critical for building and maintaining high-performance teams. Project managers must ensure that team members are able to communicate effectively with each other, and that they have access to the information they need to perform their duties.

B. Team building activities:

Team building activities can help build trust and promote collaboration among team members. Examples include team outings, team-building exercises, and team-building workshops.

C. Training and development:

Providing training and development opportunities for team members can help them develop new skills and improve their performance. This can include training in project management, technical skills, leadership skills, and communication skills.

D. Goal setting:

Setting clear goals and objectives for the team can help motivate team members and provide direction for their work. Project managers must ensure that team members understand their roles and responsibilities, and that they have a clear understanding of the project goals.

E. Performance monitoring:

Project managers must monitor the performance of team members, providing feedback and coaching to help them improve their performance. This can include regular performance reviews, one-on-one coaching sessions, and regular feedback sessions.

F. Reward and recognition:

Recognizing and rewarding the achievements of team members can help motivate them to perform at a high level. This can include bonuses, promotions, and public recognition.

G. Diversity and inclusion:

Encouraging diversity and inclusion within the team can help improve collaboration and creativity. Project managers must ensure that team members are treated fairly and with respect, and that everyone has the opportunity to contribute to the project.

H. Conflict resolution:

Conflict is inevitable in any team, but effective conflict resolution can help prevent conflicts from becoming a major issue. Project managers must be able to identify and address conflicts early, and must work with team members to find a resolution that is acceptable to everyone.

I. Agile methodologies:

Agile methodologies, such as Scrum, can help promote collaboration, flexibility, and continuous improvement within the team. These methodologies emphasize regular communication, teamwork, and rapid iteration.

J. Performance metrics:

Project managers can use performance metrics, such as team velocity or defect rate, to monitor team performance and identify areas for improvement.