
Handout 11-1

What Is Project Management?

Instructions: In the space below, enter in your own words your definition of project management. Use a single sentence rather than a bulleted list.

Use this space for your team's definition of project management.

Use this space for the other teams' definitions.

After this workshop, create your own working definition.

Handout 11-2**How I Used the Nine Knowledge Areas**

Instructions: For each of the nine knowledge areas, look back over your past project experience and if possible pick a “defining moment,” in which you intuitively used that knowledge extremely well.

1. Integration Management

 2. Scope Management

 3. Time Management

 4. Cost Management

 5. Quality Management

 6. Human Resource Management

 7. Communications Management

 8. Risk Management

 9. Procurement Management
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Handout 11-3**Post-Project Review Preview**

Instructions: Complete the following information for the last project in which you were involved, either as a team member or as an observer of the project.

The Project Itself

Write a brief description (50 words or less) of the project, its goals, its timeline, its approximate budget, and team members involved.

All in all, would you say that the project was successful? Why or why not?

How close was the project to meeting its scheduled completion date?

How close was the project to being completed within budget?

Did the project meet its stated objectives? Why or why not?

Handout 11-3, continued

Post-Project Review Preview

Project Management Issues

Did the project have a sponsor? If so, what was his or her role during the project?

What tools and techniques were used in planning and tracking the project?

Did the scope of the project change after the project was under way? If so, what was the overall impact of the change of scope? How were changes approved?

How was project status communicated during the course of the project?

How were risks managed for the project? Were they identified ahead of time? Did any unforeseen occurrences hinder the progress of the project?

At the end of the project, was there a formal process for gathering lessons learned or any sort of review similar to the one used here?

Handout 11-3, continued

Post-Project Review Preview

Collaboration and Team Issues

How effective was the overall leadership of the project? Did the project manager have the resources and support required to be as effective as possible?

In general, how well did the team members collaborate? Why was this so?

Did team members work together in a single physical area or were they physically separated?

What were the primary modes of team communication? Which ones worked best? Which ones worked less well?

Were all team members available at the times they were needed for project work or status meetings? What impact did this have on the project?

Handout 11-3, continued

Post-Project Review Preview

Were all stakeholders and subject matter experts available to answer questions when needed? What impact did this have on the project?

Technology and Knowledge Management Issues

How did technology help or hinder the progress of the project?

Were any new technology tools introduced for this project?

Did the project use any kind of project management software, such as Microsoft Project? In what ways was it used (for example, scheduling, reporting, or cost reporting)?

What other tools (for example, word-processors, spreadsheets, presentation software, diagramming tools) were used in the project?

Handout 11-3, continued

Post-Project Review Preview

Was the project team able to obtain adequate advice and technical support for the technology tools used in the project? How could this improve?

Are there any areas about which you would like to learn more that would make you more effective on your next project? What resources are available for obtaining that knowledge or skill?

Handout 11-4**Quick and Dirty Project Assessment of Management Lessons**

Based on your group's discussion of your individual Post-Project Review Previews, brainstorm as many "do's" (best practices) as possible, which you'll want to carry forward into your next project.

Based on your group's discussion of your individual Post-Project Review Previews, brainstorm as many "don'ts" as possible, which you'll want to avoid in your next project.

Based on your group's discussion of your individual Post-Project Review Previews, brainstorm as many "gotchas" (unexpected surprises or setbacks) as possible, which you'll want to manage as risks in your next project.

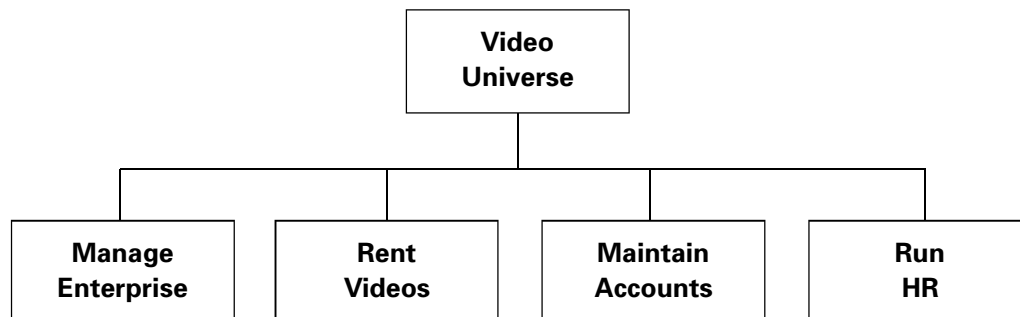
Handout 11-5**Project Case Study**

Video Universe (VU) is a small chain of five video stores that rents and sells videos (VHS and DVD). VU caters to movie buffs who want to be able to request films by title, cast members, or directors, as well as look up Academy Award-winning films by category and year of award. Customers pay for rentals by cash or credit card. They may reserve a title up to five days in advance of the date on which they wish to rent. As a service, VU's main store has a conference room that it makes available to a local group of film buffs, who meet each week to discuss classic films available on video as well as notable new video releases.

VU's current file card-based system is inadequate for its needs and must be replaced. You are charged with analyzing the requirements, determining the scope of the system, and developing and implementing a plan to deliver the required system.

Managers determine rental pricing and acquisition information for new video purchases for inventory, which is purchased from one of several vendors. Data on films—such as cast and Oscar winners—comes from a subscription service, which provides the information monthly on CD-ROM. Cash receipts and credit card information are to be forwarded to the accounting group, which logs accounting information and handles collection of credit card transaction purchases. HR wants to receive reports on individual sales clerks for sales and rentals.

VU's owner is Sarah Sinema, who has indicated that she will make staff available to you and your project team if questions arise. Her staff of part-time sales clerks at the main store includes Sam Surly, Becky Belligerent, and Henry Helpful. Sarah has indicated that you may consult with any of them throughout the project. The main store also houses her accountant, Debbie Debit, and her HR director, John Hiram. Sarah has also suggested that you might want to meet with the weekly film group for ideas about how VU's new system might best serve their needs.



Handout 11-6

Stakeholder Good Twins and Evil Twins

Stakeholder Name:

Pick one of the stakeholders involved in your project. Use the space below to indicate how that stakeholder's "Good Twin" would behave to help make your project an overwhelming success. Describe four or five specific ways in which he or she would do this.

Use the space below to indicate how that stakeholder's "Evil Twin" might behave to sabotage your project. Describe four or five specific ways in which he or she would do this.

Write a role description that could be included in a project charter to help ensure that the "Good Twin" would prevail over the "Evil Twin." (Strive for diplomacy here, please!)

Handout 11-7

Cryptogram Cards

EKSSWEE LE H SBXEWDKWXSW
HXY AKER XBR IW H CBHV.
(CKERHQQW OVHKIWGR)

1

BVGGIBB CB GLVYXIW BDIIXIBX
UM XRLBI DRL YI'IP BVGGIIV.
(IOCHM WCGJCYBLY)

2

NZLBVIT EZWTR VR THFLXVR.
RVAATTR EZWTR VR KITTQM.
(EZRXH AXXBTM)

3

RHUUZRR CR WNPBZSJHR. JPZ
OZBCPR EJ UJTQ JPZRZVD, NPW
EJ UJTQ JPZRZVD CR IJSZ
WNPBZSJHR EYNP EJ UJTQ
JEYZSR.
(TNOVJ TCUNRRJ)

4

LTD LZSHTDFL LTQEH YRZSL
FSJJDFE QF LTYL NZS'PD HZL LZ
VDDDB ZE RDQEH Y FSJJDFE.
(QOQEH RDOMQE)

5

AWPI B VLETPF UXL OMZZPOO, B
UXLRXS SX EOC UXL OXMIF
OYPPV EIF RXXF FBRPOSBXI.
(HEOXI ZXXYPT)

6

Handout 11-8:

Cryptogram Solutions

Cryptogram 1

EKSSWEE LE H SBXEWDKWXSW
HXY AKER XBR IW H CBHV.

(CKERHQW OVHKIWGR)

Solution

Success is a consequence
and must not be a goal.

(Gustave Flaubert)

Cryptogram 2

BVGGIBB CB GLVYXIW BDIIIXBX
UM XRLBI DRL YI'IP BVGGIIW.

(IOCHM WCGJCYBLY)

Solution

Success is counted sweetest
By those who ne'er succeed.

(Emily Dickinson)

Cryptogram 3

NZLBVIT EZWTR VR THFLXVR.
RVAATRR EZWTR VR KITTMQ.

(EZRXH AXXBTM)

Solution

Failure makes us envious.
Success makes us greedy.

(Mason Cooley)

Cryptogram 4

RHUUZRR CR WNPBZSJHR. JPZ OZBCPR
EJ UJTQ JPZRZVD, NPW EJ UJTQ JPZRZVD
CR IJSZ WNPBZSJHR EYNP EJ UJTQ
JEYZSR.

(TNOVJ TCUNRRJ)

Solution

Success is dangerous. One begins
to copy oneself, and to copy oneself
is more dangerous than to copy
others.

(Pablo Picasso)

Cryptogram 5

LTD LZSHTDFL LTQEH YRZSL
FSJJDFQ QF LTYL NZS'PD HZL LZ
VDDB ZE RDQEH Y FSJJDF.

(QOPQEH RDOMQE)

Solution

The toughest thing about
success is that you've got to
keep on being a success.

(Irving Berlin)

Cryptogram 6

AWPI B VLETPF UXL OMZZPOO, B
UXLRXS SX EOC UXL OXMIF OYPPV EIF
RXXF FBRPOSBXI.

(HEOXI ZXXYPT)

Solution

When I prayed for success, I
forgot to ask for sound sleep
and good digestion.

(Mason Cooley)

Handout 11-9**Personal Action Plan*****Personal Self-Evaluation and Action Plan for Follow Up after This Workshop***

These are the knowledge areas and skills that I already understood and had reinforced by this workshop.

These are the knowledge areas and skills that were new to me. I will be able to use these in my project work.

These are the knowledge areas and skills introduced in the workshop on which I might need a refresher in order to use comfortably.

These are the knowledge areas and skills that were not covered (or not covered in sufficient detail), but about which I would like to learn more.

These are the steps I plan to take immediately.

These are the steps I want to take within the next six months.

These are goals related to project management that I want to achieve within the next two years.
