Managing Learning Projects: Course Outline

		Day One: Morning		
Module #/ Name	**Duration**	**Topics Covered**	**Learning Objectives**	**Instructional Methods**
Welcome	0:30	• Welcome • Course Purpose: Provide the best practices of project management • Course Objectives • Course Map • Participant Introductions	• Describe project management roles and responsibilities across the project life cycle • At project initiation, reviews the project charter, identifies stakeholders, and validates requirements • Creates an effective project management plan that identifies project schedule, milestones and deliverables, resource allocation, project risk, and project communication processes. • Manage and control the project against the baseline during project implementation • Effectively closeout the project	• Lecture/ seminar • Class discussion
1. Project Environment	1:00	• Discussion – What is a Project? • Flipchart Activity: Learning Projects at WellPoint? • The Project Constraint • Project Life Cycle Phases • Project Manager Roles & Responsibilities • Flipchart Activity: Learning Project Roles & Responsibilities • Project Team Member Roles & Responsibilities	• Distinguish a project from on-going operations • Explain how changes on a project constraint affects other project constraints • Identify responsibilities of both the project manager and project team members	• Lecture/ seminar • Group discussion • Flipchart Activity
2. Project Initiation	2:00	• Discussion – How do learning projects get initiated at WellPoint? • Learning project initiation outcome: defining scope • Discussion: Learning Consultants and Initiation • Stakeholder Identification and Analysis • Application Exercise: Stakeholder Identification and Project Impact Analysis • Project Objectives: SMART Outcomes • Project Requirements: Validation and Verification • Discussion: Stakeholders & Requirements • Application Exercise: Project Requirements Validation and Verification	• Identify project stakeholders and analyze stakeholder influence on the project • Distinguish between project objectives and requirements. • Validate and verify project requirements	• Lecture/ seminar • Group discussion • Flipchart Activity • Application Exercises

Day One: Afternoon				
Module #/ Name	Duration	Topics Covered	Learning Objectives	Instructional Methods
3. Project Planning I	4:00	• Discussion: Current Project Planning Methods – What works? What could be done differently? • Planning Phase: Activities and Outputs • Work Breakdown Structure • Application Exercise: Build a WBS • Estimating Durations • Application Exercise: Estimate Durations • Project Scheduling Methods • Application Exercise: Project Schedule • End of Day Discussion: Lessons Learned	• Identify the activities and outputs of the Planning Phase. • Apply a Work Breakdown Structure tool to plan tasks and estimate work durations • Estimate task or activity durations using one of three estimating methods.	• Lecture/ seminar • Group discussion • Flipchart Activity Application Exercises

Day One Timing: 8 hours – 8:30-5:00 with 60 minute lunch and breaks as appropriate

		Day Two: Morning		
Module #/ Name	**Duration**	**Topics Covered**	**Learning Objectives**	**Instructional Methods**
4. Project Planning II	3:30	- Discussion: Current resource planning methods? - Resource planning and tools - Discussion: Who do you need to engage? - Roles and Responsibilities Matrix - Resource Gantt Chart - Resource Loading Table - Risk Management Planning - Project risk: Event, Impact, Probability - Discussion: How do you identify project risks - Risk identification Tools & Techniques - Risk response strategies: Threats & Opportunities - Application Exercise: Risk Management Plan - Communication Planning - No Surprises Communication - Application Exercise: Communication Plan - Baseline the Project - Why: Compare plan to actual - Considerations: Schedule, duration, deliverables - How: Baseline Tools and Techniques	- Apply strategies to plan and manage project resources. - Identify project risks and create appropriate risk management plan - Complete a project communication plan - Define and interpret baselines	- Lecture/ seminar - Group discussion - Flipchart Activity - Application Exercises

		Day Two: Afternoon		
Module #/ Name	Duration	Topics Covered	Learning Objectives	Instructional Methods

5. Project Implementation	4:00	• Project Implementation: Tracking Progress
		• Discussion: How do you assess Project Performance?
		• Monitoring project performance
		    • Discussion: What Performance are You Monitoring?
		    • Ways to Assess Project Performance
		    • Ways to speed up project schedules
		    • Performance Reporting Techniques
		    • Application Exercise: Project Monitoring Plan
		• Managing Risk
		    • Discussion: How do you monitor and control risk today? What works?/What's could be improved?
		    • Creating a shared responsibility for raising issues and risks to project manager/team
		    • Establishing an early warning system
		    • Application Exercise: Early Warning System
		• Managing Stakeholder Expectations
		    • Discussion:
		    • Flipchart Activity: How do manage stakeholder expectations: What works?/What's could be improved?
		• Scope verification and customer acceptance
			• Assess and monitor project performance based on schedule, scope, and quality baselines, as well as stakeholder expectations and team performance
			• Describe methods for managing and controlling change for a project
			• Address project risks as they occur
			• Describe the characteristics of an effective team, their role and responsibilities, and possible team organizational structures
			• Align project team performance with stakeholder expectations
				• Lecture/ seminar
				• Group discussion
				• Flipchart Activities
				• Application Exercises

Day Two Timing: 8 hours – 8:30-5:00 with 60 minute lunch and breaks as appropriate

		Day Three: Morning		
Module #/ Name	**Duration**	**Topics Covered**	**Learning Objectives**	**Instructional Methods**

6. Managing Project Change	1:30	• Discussion: Where does change come from?
		• Sources: surprise or creep
		• Impacts of project change: cost, schedule, and scope
		• Process
		    ○ How change is requested/communicated
		    ○ Who approves/communicates changes
		    ○ How are change requests evaluated?
		    ○ Change processes used in the group
		    ○ Revising the schedule and baseline
		• Application Exercise: Change Management Plan
			• Describe a change management process
			• Identify the specific elements of a change request and apply them in a change request form
			• Evaluate the effects of change on the project baseline
			• Implement specific methods available for managing change in an active project
				• Lecture/ seminar
				• Class discussion
				• Application Exercise

7. Project Closeout	1:00	• Discussion: When do projects get closed out?
		• Guidelines for project closeout
		• Project closeout issues
		    • Project team
		    • Client/customer
		• Contract and administrative closure
		• Lessons learned
		• People-oriented closeout activities
			• Identify key tasks required for proper project or phase closeout
			• Explain the importance of documenting and communicating lessons learned for the project
				• Lecture/ seminar
				• Group discussion
				•

Course Closeout	1:00	• Application Planning • Application Flipchart Activity • MyESI Explained	• Plan how to apply specific best practices back on the job	• Discussion • Application plan

Day Three Timing: 3.5 hours – 8:30-12:00 with breaks as appropriate