

Table of Contents

| | |
|---|------------|
| Using this Student Workbook | 2 |
| INTRODUCTION..... | 5 |
| Shawpe Lifestyle Centre (SLC) Case Study..... | 14 |
| LESSON 1 / BUSINESS ENVIRONMENT..... | 15 |
| Description | 15 |
| Topics..... | 16 |
| Lesson 1 Notes | 17 |
| TOPIC 1A FOUNDATION | 17 |
| TOPIC 1B STRATEGIC ALIGNMENT | 34 |
| TOPIC 1C PROJECT BENEFITS AND VALUE..... | 43 |
| TOPIC 1D ORGANIZATIONAL CULTURE AND CHANGE MANAGEMENT | 53 |
| TOPIC 1E PROJECT GOVERNANCE..... | 62 |
| TOPIC 1F PROJECT COMPLIANCE | 71 |
| Lesson 2: Start the Project | 77 |
| Description | 77 |
| Topics..... | 78 |
| Lesson 2 Notes | 79 |
| TOPIC 2A IDENTIFY AND ENGAGE STAKEHOLDERS..... | 79 |
| TOPIC 2B FORM THE TEAM | 97 |
| TOPIC 2C BUILD SHARED UNDERSTANDING | 109 |
| TOPIC 2D PROJECT APPROACH | 119 |
| Lesson 3: Plan the Project..... | 136 |
| Description | 136 |
| Topics..... | 137 |
| Lesson 3 Notes | 138 |
| TOPIC 3A PLANNING PROJECTS..... | 138 |
| TOPIC 3B SCOPE | 143 |
| TOPIC 3C SCHEDULE | 167 |
| TOPIC 3D RESOURCES | 192 |
| TOPIC 3E BUDGET..... | 205 |
| TOPIC 3F RISKS | 211 |
| TOPIC 3G QUALITY | 223 |
| TOPIC 3H INTEGRATE PLANS..... | 229 |
| LESSON 4 / LEAD THE PROJECT TEAM | 235 |

| | |
|---|------------|
| Description | 235 |
| Topics | 236 |
| Lesson 4 Notes | 237 |
| TOPIC 4A CRAFT YOUR LEADERSHIP SKILLS | 237 |
| TOPIC 4B CREATE A COLLABORATIVE PROJECT TEAM ENVIRONMENT..... | 247 |
| TOPIC 4C EMPOWER THE TEAM | 254 |
| TOPIC 4D SUPPORT TEAM MEMBER PERFORMANCE..... | 265 |
| TOPIC 4E COMMUNICATE AND COLLABORATE WITH STAKEHOLDERS | 275 |
| TOPIC 4F TRAINING, COACHING, AND MENTORING | 284 |
| TOPIC 4G MANAGE CONFLICT..... | 291 |
| Lesson 5: Support Project Team Performance | 298 |
| Description | 298 |
| Topics | 299 |
| Lesson Notes..... | 300 |
| TOPIC 5A IMPLEMENT ONGOING IMPROVEMENTS | 300 |
| TOPIC 5B SUPPORT PERFORMANCE..... | 306 |
| TOPIC 5C EVALUATE PROJECT PROGRESS..... | 318 |
| TOPIC 5D MANAGE PROJECT ISSUES AND IMPEDIMENTS..... | 342 |
| TOPIC 5E MANAGE PROJECT CHANGES | 348 |
| Lesson 6: Closing the Project/Phase..... | 357 |
| Description | 357 |
| Topics | 358 |
| Lesson Notes..... | 359 |
| TOPIC 6A PROJECT PHASE/CLOSURE..... | 359 |
| TOPIC 6B BENEFITS REALIZATION | 366 |
| TOPIC 6C KNOWLEDGE TRANSFER | 372 |