

## Course Title: **Strategies for Managing Troubled Projects**

2 Day Workshop – Course PM23

### **PM23 – Strategies for Managing Troubled Projects**

**2 day Workshop**

**Course ID: PM23**

**Credits: 14 PDUs**

**Course Duration: 2 days**

**Course Level: Intermediate/Advanced**

#### **Course Description**

This seminar is designed as a graduate-level course for experienced project managers. It is designed to reinforce many of the project management “Best Practices” taught in other project management classes. It focuses specifically on how to recognize that a project is in “trouble”, and concentrates on the actions that project managers need to take to assess, and ultimately plan to recover or terminate a project that has experienced significant difficulties. Tools and templates will be presented and put into context through various exercises and scenarios and case studies.

**Target Student:** Students enrolling in this course should be PMPs or have significant project management experience.

**Prerequisites:** To ensure your success, we recommend you have significant working knowledge or experience in working in a project environment.

**Delivery Method:** Instructor-led, group-paced, classroom-delivery learning model with structured minds-on and hands-on activities.

**Homework Assignment:** Each participant will be required to read a white paper and provide a 5-minute report summarizing the key points made in the report, along with any recommended best practices contained in the report.

**Benefits:** Students will learn how to use project management techniques to plan, organize, control, document, and close out their projects successfully and with minimum risk.

#### **Performance-Based Objectives**

- Develop working definitions of project success, failure and trouble.
- Discuss how and why projects get in trouble.
- List and discuss the root causes of project failure.
- Discuss techniques for performing project reviews.

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- Determine the type of project review required
- Develop the Intervention Plan for fixing a troubled project.
- Discuss techniques and strategies for recovering a troubled project.
- Discuss techniques and strategies for terminating a troubled project.
- Discuss project closure activities

## **Course Content**

### **Day One**

#### 1. Introduction

Session Overview  
 Class Norms  
 Resource Table – Homework  
 Key Questions

#### 2. Project Success and Failure

*Exercise – Define Success and Failure*

Successful Outcomes  
 Failed Project Objectives  
 What About Casualties?  
 Zones of Success/Failure  
 Project Outcomes

*Exercise – Identifying Trouble Indicators*

Labels for Projects in trouble  
 Runaway Projects  
 Crunch Mode  
 Death March  
 Project Disasters  
 Troubled Project

*Exercise – Root Causes of Troubled Projects*

Questions – Root Causes  
 Acceptable ranges for Variance  
 Range of Problem Projects

*Team Exercise - develop a working definition of a “Troubled Project”*

#### 3. Project Reviews - Diagnosing Project Problems

Project Status Meetings  
 When do you want to find out about problems?  
 Project Audits or Delivery Review  
 Objectives of Audit  
 Project Delivery Report  
 Planning for the Project Audit

*Exercise – Review an Assessment Report*

Project Health Check  
 Project Health Check Template  
 Troubleshooting Review  
 Troubleshooting Process  
 Troubleshooting Review Ground Rules

*Team Exercise - Develop a template for conducting a Troubleshooting Review.*

Review Focus Areas

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*Discussion - How are Quality Issues addressed on troubled projects?*

## **Day Two**

### ***Student presentations of white papers read***

4. Project Rescue - Recovering from problems
  - Project Rescue Effort
  - Types of Project Rescue
  - Runaway Project Remedies
  - Exercise – Project Rescue Process*
  - Rescue Project Charter
  - Turnaround Strategy
    1. Analyze Current Position
    2. Define Target Position
  - Exercise - Ideal Solution Element*
    3. Evaluate Strategic Options
    4. Generate Plans & Endorse Strategy
  - Outcomes for Project Rescue
  - Other Ramifications
  - Checkpoints
  - Discussion - Why is it a challenge to terminate a project?*
5. Terminating a Troubled Project - Planning and Executing a Project Termination
  - Project Termination needs to be planned
  - Why terminate a project?
  - Making the termination decision
  - Guidelines for project termination
  - Lessons Learned
  - Team Discussion – Project Closure*
  - Final Exercise*
6. Class Closure
  - Course Summary
  - Course Review