










2 CooperateWorksheets

Chapter 2 consists of nine exercises: 2 Class, 2 Roundtable, and 5 Team

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2.1.1 Personal History Worksheets

Family

Education and Experience

Likes

Dislikes



2.1.2 Class Charter Worksheet

Structure

Inter-personal

Communications

Attitude



2.2.1 EEF and OPA Factor Identification Worksheet

EEF and OPA Identification					
Team Assignment	Factors Impacting Projects	EEF		OPA	
		Internal	External	Knowledge Base	Policies, Processes, Procedures
Team 1	1. Political climate				
	2. Process audits				
	3. Time reporting				
	4. Publications				
	5. Equipment				
	6. Subcontractors				
	7. Prior project reports				
	8. Video conferencing				
	9. Metrics data				
	10. Working Conditions				
Team 2	11. Interest Rates				
	12. Communication requirements				
	13. Issue resolution data				
	14. Factory locations				
	15. Mission				
	16. Competitors				
	17. Report formats				
	18. Risk categories				
	19. Historical information				
	20. Weather				
Team 3	21. Accounting codes				
	22. Std. contract provisions				
	23. Change approval method				
	24. Lessons learned				
	25. Tariffs				
	26. Local laws				
	27. Human resource skills				
	28. Leadership style				
	29. Ethics				
	30. Standardized estimating data				



2.2.2 Organizational Structures Worksheet

Team 1 - Functional Organization

Advantages

Disadvantages

Team 2 - Project Organization

Advantages

Disadvantages

Team 3 - Matrix Organization

Advantages

Disadvantages



2.2.3 Project Structure Worksheet

■ How is your company organized to handle projects?

■ Which structure best fits your organization?

■ What can a project manager do to be successful in each of these structures?



2.3.1 Single Line Organization Chart Worksheet

Team 1 - GMI Single Line Org Chart

Team 2 - HTMI Single Line Org Chart

Team 3 - BCI Single Line Org Chart



2.3.2 RACI Matrix Worksheet

PROJECT RACI CHART										
			Project Participants							
Assignment	Kitchen Project									
	ID	Task								
Team 1	1	Concept Design								
	2	Order Appliances								
	3	Layout Design								
	4	Order Cupboards								
	5	Electrical Design								
	6	Establish Contracts								
	7	Secure Permits								
Team 2	8	Deliver Materials Ordered								
	9	Remove Oven and burners								
	10	Remove sink								
	11	Remove cabinets, soffet, drywall								
	12	Rough Elec								
	13	Rough Plumbing								
	14	New drywall								
Team 3	15	Paint								
	16	Finish Electrical Outlets								
	17	install Cabinets								
	18	Install sink w/disposal								
	19	Install Microwave								
	20	Install Floor Tile								
	21	Paint								



2.3.3 Situational Matrix Worksheet

SITUATIONAL MATRIX CHART				
PROJECT SITUATION	Assignment			
	Team 1	Team 2	Team 3	All Teams
	GMI	HTMI	BCI	TYPE
Improve project management process				
Remedy escalated cost, delivery & performance variances				
Approve macro schedules				
Negotiate Purchase Order changes				
Approve detail schedule changes				
Remedy cost, delivery, & performance variances				
Resolve technical disputes				
Resolve operational issues				
Resolve mechanical engr. issues				
Resolve electrical engr. issues				
Manage the site preparation process				
Manage equipment Installation				
Manage the start-up process				
Manage the training process				
Manage the equipment ramp up				
Manage service support				
Manage spare parts				



2.3.4 Cooperation Worksheet

How do team norms, personal history exercise, matrix charts and responsibility charts improve project team cooperation?

What other techniques have you experienced that improved cooperation within groups?

When in the project life cycle is the best time to implement these techniques? Explain your answer.