

The Situation

Your organization has just assigned you to a newly formed task team which is taking over a secret project presently being handled by Research and Development. Your entire team has been assigned responsibility and authority to design a plan for managing the project, and then—after top management has reviewed and accepted your plans—carry out the project.

None of you has been told anything about the project so far, other than it is expected to grow to sizable proportions, requiring additional people.

The Challenge

Despite the lack of information regarding the project, your team must now design a preliminary plan for managing it. On the next page is a list of 20 Management Activities (A through T) arranged in random order. Your task is to arrange these activities according to the sequence you would follow in planning, organizing, implementing, and controlling the project. This sequence will be reviewed by top management before you are authorized to begin work on the project.

STEP 1

Since you have a few minutes before your team meets for the first time, go over the list of Management Activities on the next page. Without discussing these activities with other members, order them according



Project Planning Situation™ *Participant's Booklet* *Page Sample 1*

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Management Activities		Step 1 Individual Sequence	Step 2 Team Sequence	Step 3* Suggested Sequence
A	Find qualified people to fill positions.			
B	Measure progress toward, and/or deviation from, the project's goals.			
C	Identify and analyze the various job tasks necessary to implement the project.			
D	Develop strategies (priorities, sequence, timing of major steps).			

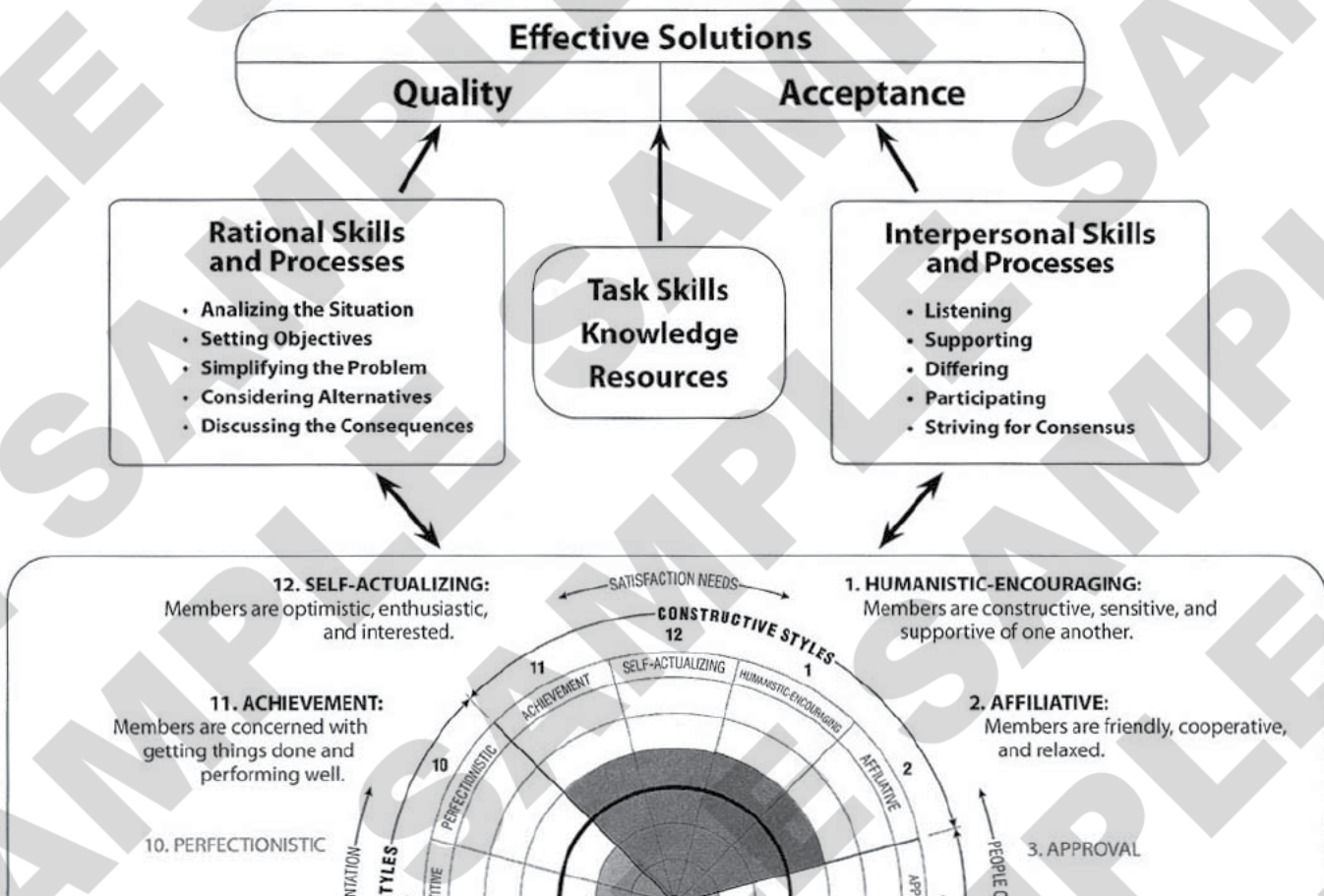


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 Page Sample 2

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Synergistic Problem-Solving Model

Synergy occurs when the interactive efforts of two or more people have a greater impact than the sum of their independent efforts. Synergistic problem solving is achieved when groups maximize their use of available resources, knowledge, and task skills by exhibiting constructive (as opposed to defensive) interaction styles. It is further promoted when members approach problems in a rational, interpersonally supportive manner.* The outcome is an effective solution—one that is both accepted by members and of higher quality than their individual solutions.



Project Planning Situation™ *Participant's Booklet* Problem-Solving Model Page Sample

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