

Department of Computer Science

COIS-ADMN 3850H

Fundamentals of Project Management

2022 Fall – Class #3

Now collecting: your WBS Chart ORIGINAL copy
and returning: The Learning Style documents
& Team Project Ideas forms

Please retain: your PMBoK 1 Answer sheet

Question:

What is **THE** key characteristic
of a
“**GOOD**”
system
?

[did I say that **PM** is a subset of **Systems Theory** ?]

Answer:

FEEDBACK

Systems with good feedback built in are
GOOD SYSTEMS

those without feedback **usually** are bad !

Current **Feedback** this week:

- **“Overwhelmed”**
 - style of thinking adjustment needed: tasks vs deliverables
 - “A failure to plan is a plan to fail”
 - How does a project come to be late?
- **Scrum report transition** – from individual to team perspective
 - send to me and cc to your team members
- **Weekly deliverables summary now at top of KB ticket**
 - those dates are correct
- **Minor “fine-tuning” of team composition** [tomorrow]
- Suggest **Zoom meeting** to review your project proposal ?
- **Actually, many are making good progress!**
- **Other ?**

SCRUM

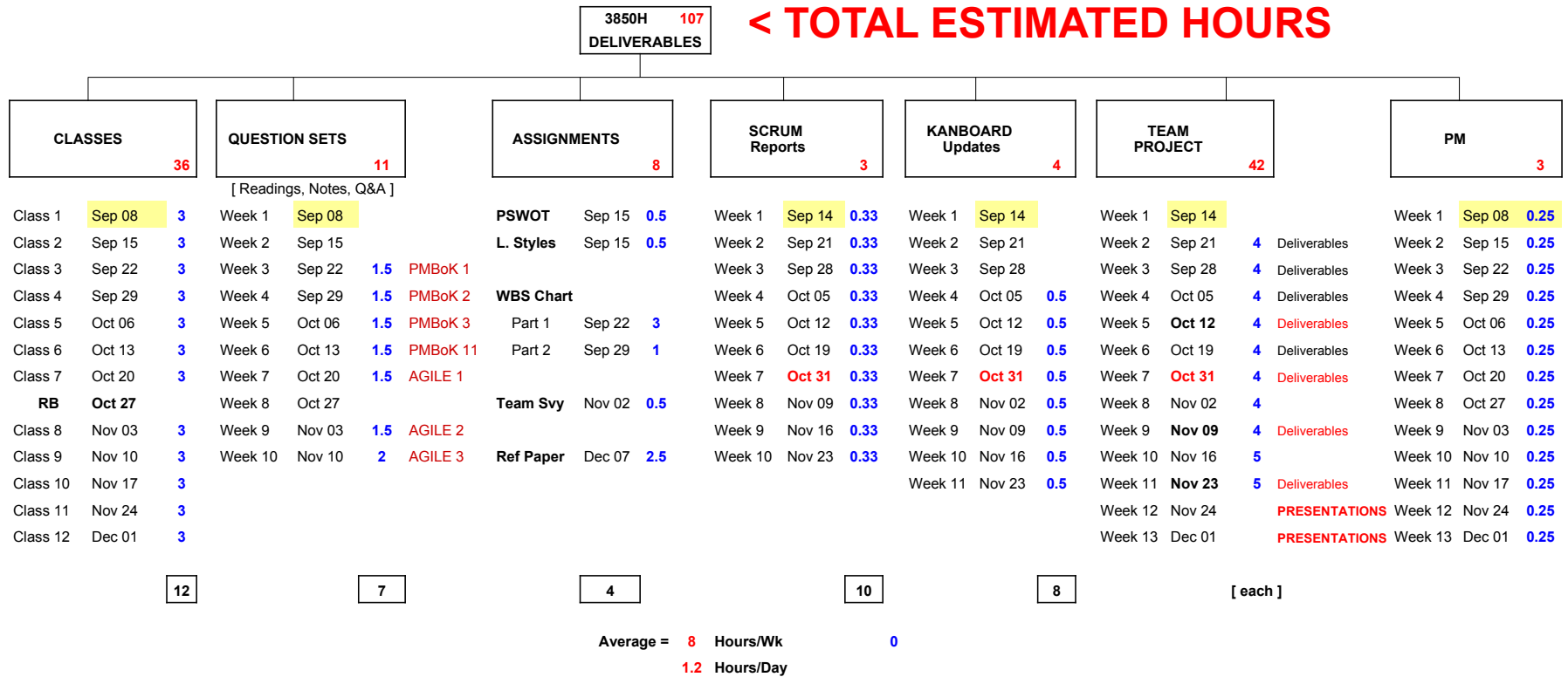
in under 10 minutes

[the link to this video is in the Kanboard Week #3 ticket]

WBS Chart

1st Draft Review

2022 FA



The complete 2022 FA chart

WBS CHART ASSIGNMENT

NEXT STEPS

- 1) Please complete the **Self-Assessment Form** that will be distributed by e-Mail and return it by Wednesday, September 28th at the latest.
- 2) THEN:
create a revised final draft of your chart that addresses any 1st draft problems and incorporates the revisions that you propose to make.
- 3) Bring your final draft to the next class on September 29th.

Any questions ?

PMBOK - Chapter 1

Questions Review

- What is the difference between a Project and Project Management ?

Project:

A **temporary** endeavor to create a unique product, service or result.

It has a definite beginning and an end.

- Project Management:

The application of
knowledge, skills, tools and techniques
to project activities
to meet the project requirements.

- What is the difference between **Project Management**, Program Management and Portfolio Management ?

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In mature organizations,
Project Management
usually exists in a broader context

that is generally governed by
Program Management
and
Portfolio Management

One day, you're going to wonder
who pulls the strings around here...

Board of Governors

'Chief of staff' and 'senior advisor' to ... but also ~~also~~ ¹ appoints ... and can dismiss 'without cause'

Composed of Deans, VPs, Chancellor, student reps, faculty reps, college heads, University Librarian, etc.

Senate

Reports to ... and
(voting) Chair of

Interesting Fact:

"responsible for the planning, development, administration and integrity of the academic affairs of the University. [...] also] holds primary responsibility for developing and implementing integrated planning initiatives and a multi-year budget framework"³

Described in documents as the 'CEO' of Trent, 5 year term (renewable)

Reports to
Office of

Vice President,
External Relations
& Advancement

Reports to

Research &
International

Reports to

Director,
Athletics

Director,
Conference

Director,
Risk Man-
agement

University
Librarian

Associate
Dean/ActingDeans of
Arts &

Dean,
Education

Dean,
Nursing

Composed by Autumn Corvus

3. <<http://www.trentu.ca/vpacademic/profile.php>>

- Why use Portfolio Management?

To maximize the value of the portfolio

eg: **VP External Relations & Advancement**

Julie Davis

- Alumni Affairs
- Annual Fund
- Community Fundraising
- Endowments
- Foundations
- etc.

- **Portfolio Management:** [to summarize]

Centralized management
of one or more portfolios.

Includes identifying, authorizing, managing and controlling projects, programs and other related work
to achieve specific strategic business objectives.

Focuses on ensuring that projects & programs are reviewed to prioritize resource allocation, and the management is consistent and aligned with organizational strategies.

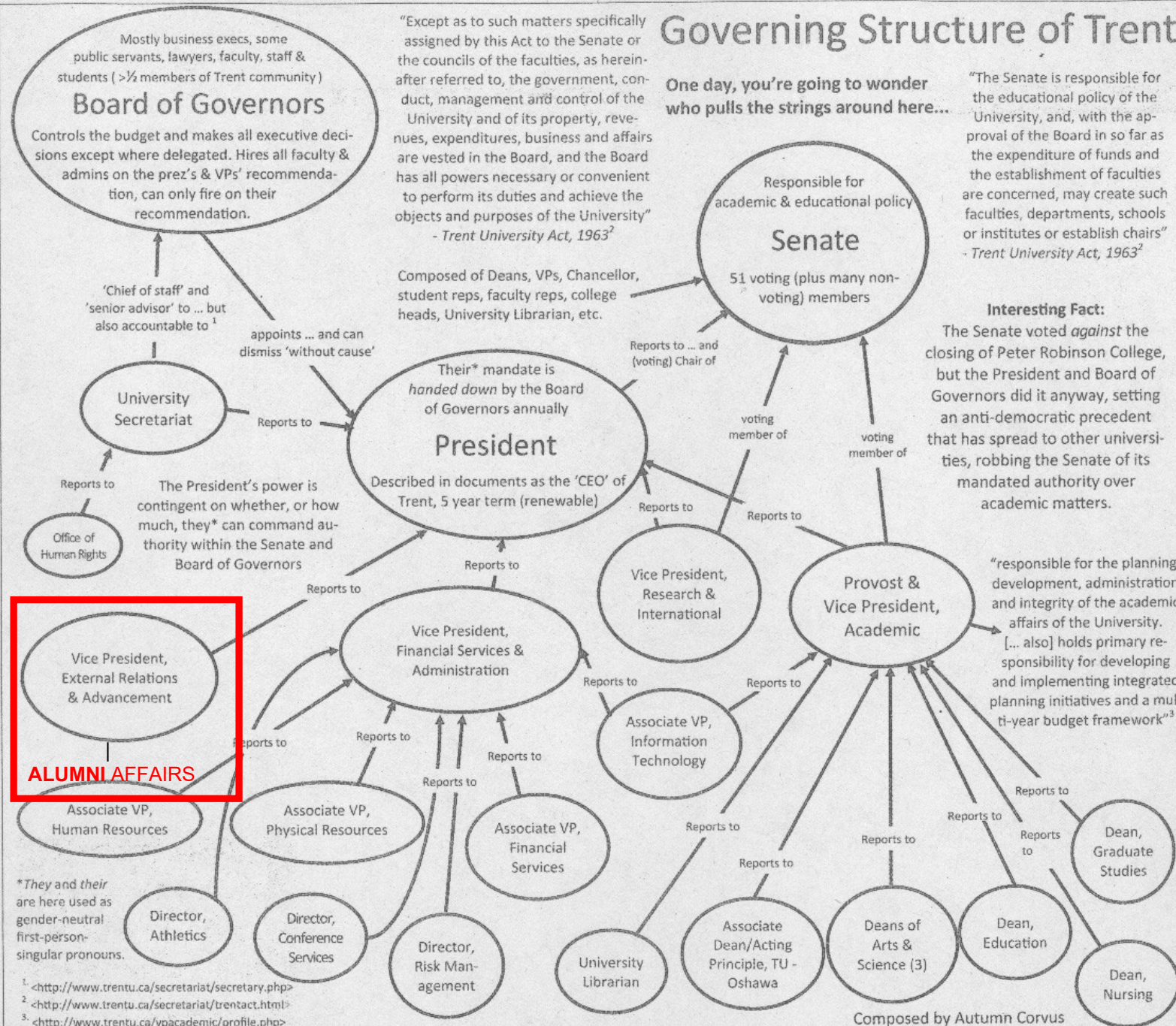
eg: VP Development, Academic, Administration, RO, IT, BOG

One day, you're going to wonder
who pulls the strings around here...

Interesting Fact:

The Senate voted *against* the closing of Peter Robinson College, but the President and Board of Governors did it anyway, setting an anti-democratic precedent that has spread to other universities, robbing the Senate of its mandated authority over academic matters.

"responsible for the planning, development, administration and integrity of the academic affairs of the University. [...] also] holds primary responsibility for developing and implementing integrated planning initiatives and a multi-year budget framework"³



- Why create a Program?

Better control of project interdependencies

- eg: Alumni Affairs
 - Head of the Trent Reunion
 - Annual Alumni Telephone Campaign
 - Alumni Magazine
 - Annual College Alumni Award[s]
 - Alumni Chapter Development

- **Program Management:** [to summarize]

A collection of projects [or programs] that are related and grouped together to obtain benefits not possible if they are managed independently.

eg: Trent Alumni Affairs Office

- Head of the Trent Reunion
- Annual Alumni Telephone Campaign
- Alumni Magazine [etc]

- What is Organizational Project Management ?

OPM is a strategy execution framework utilizing project, program and portfolio management

together with
organizational enabling practices

to CONSISTENTLY and PREDICTABLY deliver
better performance, better results and a
sustainable competitive advantage.

[very “**top down**” in nature]

- How does OPM differ from Portfolio, Program and Project Management ?

Organizational Project Management is largely an upper/senior management concern
ie: President's Office and BOG

whereas

the others are at a slightly lower level
ie: PEG [President's Executive Group]

- What is the difference between operations and projects?

OPERATIONS:

the **ongoing** execution of activities that produce the same product or repetitive service.

eg: manufacture of [plain] puffed wheat cereal

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OPERATIONS:

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eg: manufacture of [plain] puffed wheat cereal

PROJECT:

a **temporary** endeavor
to create a unique product, service or result

eg: conversion of [plain] puffed wheat cereal production line to produce “sugar puffs”.

- PMO Office Functions:
 - potential “stakeholder” & key decision maker
 - management of shared resources
 - identify & develop PM methodology, best practices & standards
 - coaching, mentoring, training, oversight
 - monitoring & compliance
 - developing and managing policies, procedures, templates and other shared documentation /organizational process assets
 - coordinating communication across projects

- How is “Business Value” defined ?

“The entire value of the business; the total sum of all tangible and intangible elements”.

- Question:
what is the difference between “tangible” and “intangible” elements ?

examples ?

- How is “Business Value” realized in an organization ?

Value may be created through the
effective management of ongoing operations ...

especially through effective use of
portfolio, program and project management.

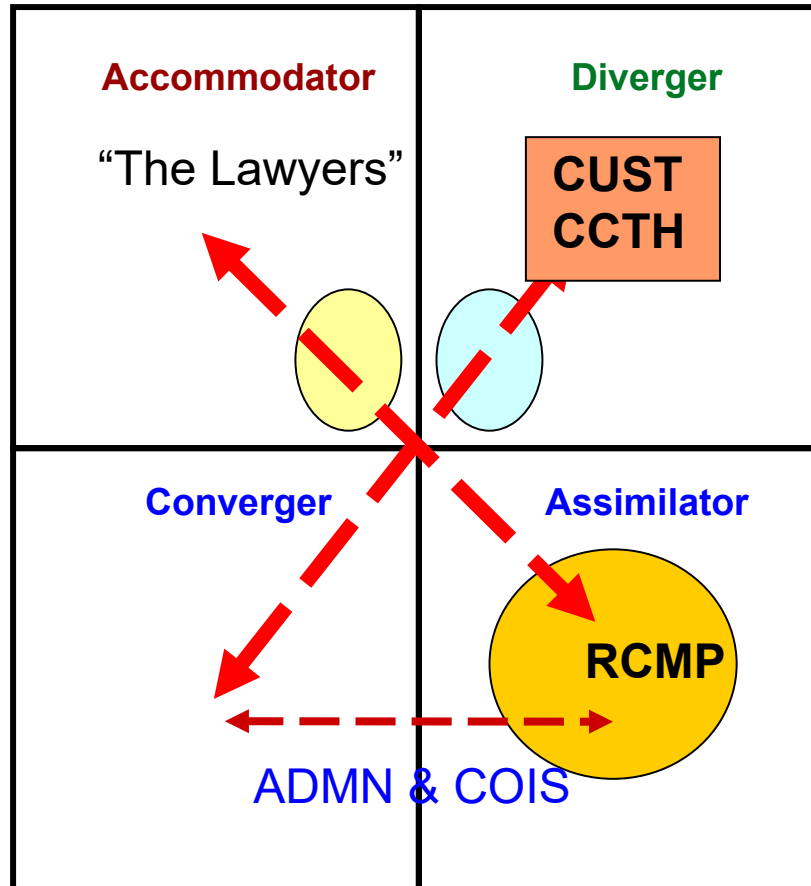
Project Manager's Strongest Skill

- Your answers to this question:
 - #1 Personal & Interpersonal skills [positive attitude]
 - #2 * Communication skills
 - #3 Knowledge of Project Management
 - #4 Organizational skills, **Perseverance**, Performance
 - + Time estimation & Management
 - + Ability to focus on specific tasks
 - + Problem Solving skills
 - + Seek Help or Advice when needed
 - + Mentoring & Coaching skills
 - + *Leadership & Motivation [#2 last time]

2022 FA Learning Styles follow up ...

Accommodator 9	Diverger 13
Converger 24	Assimilator 42

Learning Styles follow up ...



Show of Team Hands? ...

[the end]