

Advanced Project Management in IT

Assessment Information

Assessment	Weightage	Due	Length
Individual Assignment	20%	Week 7	2500 words
Group Assignment	30%	Week 10-12	20min video
Final Exam (Open book)	50%	Formal Exam Period	2 hours

ASSIGNED READINGS WEEK 1

Assigned Reading: TechServ

Brief

The primary cause of the unfavourable result was identified as the lack of 'senior management support,' rather than issues related to project management or technical skills. The case emphasizes the importance of senior management involvement in IT projects and highlights the political realities that can impact such initiatives. It suggests that the lack of support was expected based on the political context of the case and argues that similar situations are common in routine projects. The case study aims to demonstrate that these political considerations are a crucial aspect of all IT projects. It serves as a tool to challenge the notion that IT experts and common IT practices may not always align with the broader business perspective. The overarching objective is to help students understand that, without active involvement from top management, the expectation of substantial benefits from computer systems can be misleading—a perspective framed as the "big lie of the information age." The case draws on personal experiences, interviews, and extensive reconciliation with project documentation to provide a comprehensive understanding of the challenges faced and the impact of senior management support on the project's success.

Learnings

- Senior Management Support is Critical:
The case underscores the crucial role of senior management support in the success of IT projects. It suggests that without active involvement and support from top management, even routine IT projects may face significant challenges and poor outcomes.
- Political Realities Impact IT Projects:
The case highlights the impact of political realities on IT projects. Understanding the organizational and political context is essential for anticipating challenges and ensuring that projects receive the necessary support.
- Routine Projects Require Attention:
While routine projects may seem straightforward, the case suggests that they are not immune to difficulties. It emphasizes the need to pay attention to the political and managerial aspects of routine IT projects, not just technical or project management considerations.
- IT Experts Need Business Alignment:
The case challenges the notion that IT experts and common IT practices may not always align with broader business perspectives. It suggests that focusing solely on technical aspects without considering the business context can lead to poor project outcomes.
- Active Involvement of Top Management:

The case promotes the idea that the active involvement of top management is crucial for the success of IT projects. It argues against the notion that computers alone can produce substantial benefits without the strategic guidance and support of senior leaders.

- **Importance of IT Risk Management:**

The case's original purpose was to test an IT risk management framework. This suggests that incorporating effective risk management practices is vital for mitigating potential issues and ensuring project success.

Assigned Reading: TechMedia

Brief

The case study explores dysfunctional management practices stemming from inconsistent interpretations of IT project success. Despite the project being perceived as successful in terms of being on time and within budget, the case challenges this conventional assessment by revealing that the project delivered less than half of the promised outcomes. It aims to emphasize the often-overlooked realization that **success in project management does not necessarily translate to success from a business perspective**. The primary focus is on top management, suggesting that the cause and potential remedy for the issue lie with them.

The research, conducted over a 17-month period, involved interviews with key stakeholders and underwent an extensive review process before receiving organizational signoff. This case is part of a series of five studies investigating the significance of top management support and its influence on project success. The case serves as a concrete example for readers to understand the disconnect between project management success and overall project success and underscores the pivotal role of top management in addressing such challenges.

Learnings

- **Divergence Between Project Management Success and Business Success:**

The case highlights that achieving success in project management, such as meeting timelines and budgets, does not necessarily equate to success from a broader business perspective. This disconnection underscores the importance of aligning project objectives with overall business goals.

- **Incomplete Project Delivery:**

Despite being perceived as successful, the case reveals that the project delivered less than half of what was promised. This underscores the significance of managing expectations and ensuring that the outcomes of a project align with what was committed to stakeholders.

- **Top Management Influence on Project Success:**

The case suggests that the cause and potential remedy for the issue lie with top management. This emphasizes the critical role of senior leadership in guiding, supporting, and overseeing IT projects to ensure their alignment with organizational objectives and overall success.

- **Importance of Stakeholder Involvement:**

The fact that the case is based on interviews with key stakeholders highlights the importance of involving relevant parties throughout the project lifecycle. Understanding and managing stakeholder expectations and requirements are crucial for project success.

- **Extended Research and Review Process:**

The 17-month research period and extensive review process before organizational signoff indicate the thoroughness of the study. This underscores the

importance of conducting comprehensive assessments and reviews to identify and address issues that may arise during and after project implementation.

- **Emphasis on Organizational Culture and Leadership Change:**

The background information on TechMedia's history and cultural shift with the appointment of a new CEO highlights the impact of organizational culture and leadership changes on IT projects. It underscores the need for a supportive organizational culture and effective leadership to drive successful project outcomes.

Assigned Reading: Agency

Brief

The case study focuses on a challenging project within an organization known for its consistent success. Despite facing significant obstacles such as being understaffed, having a poor project plan, minimal user support, and encountering malicious political opposition, the project achieved modest success. The key factor in this achievement was identified as the influence of an executive project sponsor, highlighting the critical role of such sponsorship in project success.

The case emphasizes the **importance of an executive sponsor in overcoming challenges** and driving success, even in adverse conditions. It provides extensive background information to elucidate how top managers truly influence project outcomes. Notably, the case underscores the value of building commitment and trust throughout the project duration. It explores the subtleties of communication, particularly in conveying priorities, and stresses the need to actively seek, listen to, and respond to unanticipated issues. It serves as a valuable resource for its detailed description of the complexities involved in building commitment, trust, and effective communication over the course of a project, ultimately contributing to its success despite challenging circumstances.

Learnings

- **Critical Role of Executive Project Sponsorship:**

The case underscores the pivotal role of an executive project sponsor in influencing project success, especially in challenging situations. The sponsor's involvement and influence were crucial for achieving modest success despite adverse project conditions.

- **Overcoming Resource Constraints:**

The project's success despite being understaffed highlights the importance of effective leadership and resource management. It suggests that strong executive sponsorship can help navigate and overcome resource challenges.

- **Navigating Poor Project Plan and Political Opposition:**

The case acknowledges that the project succeeded despite a poor project plan and political opposition. This emphasizes the significance of effective leadership and strategic decision-making in navigating and mitigating challenges during the project lifecycle.

- **Building Commitment and Trust:**

The case emphasizes the importance of building commitment and trust over the duration of a project. It suggests that these qualities contribute significantly to project success, and it provides insights into the complexities of managing relationships and communication within an organization.

- **Communication of Priorities:**

The case highlights the subtleties related to the communication of priorities. Effective communication from top management, especially the executive sponsor, is

crucial in ensuring that project teams understand and align with organizational priorities.

- **Proactive Issue Management:**

The case stresses the need to seek out, listen to, and respond to unanticipated issues. This proactive approach to issue management is essential for addressing challenges as they arise, preventing escalation, and maintaining project momentum.

Assigned Reading: ABS

Brief

The case study focuses on a project management initiative within the Australian Bureau of Statistics (ABS), an organization with a strong IT reputation and core competence in project management. The initiative aimed to enhance IT governance practices through the implementation of a Project Management Framework (PMF).

The case details the successful adoption of the PMF, leading to widespread awareness within the organization regarding the distinction between project management success (outputs) and project success (outcomes). However, the formal adoption of the PMF by smaller projects slowed when the executive sponsor left the organization.

To maximize the remaining benefits of the PMF, the ABS attempted to implement a board-level report to monitor project progress. The case indicates promising initial stages, showing that developing a board-level report is relatively straightforward once board members agree with the concept in principle. However, the success of the initiative now relies on finding the right sponsor(s) accountable for delivering further benefits.

Learnings

- **Distinction Between Project Management Success and Project Success:**

The initiative aimed to create awareness within the organization about the difference between project management success (outputs) and project success (outcomes). This highlights the importance of aligning project goals with broader organizational objectives.

- **Importance of Project Management Framework (PMF):**

The successful adoption of the PMF demonstrates its significance in enhancing IT governance practices. Organizations can benefit from having a structured framework that guides project management activities and aligns them with strategic goals.

- **Dependency on Executive Sponsorship:**

The slowdown in the formal adoption of the PMF after the departure of the executive sponsor emphasizes the critical role of leadership and sponsorship in sustaining and advancing project management initiatives.

- **Board-Level Monitoring for Project Progress:**

The case introduces the idea of a board-level report to monitor project progress, indicating that direct involvement and oversight at the highest organizational levels can be crucial for the success of IT initiatives.

- **Challenges in Sustaining Initiatives:**

The case highlights challenges in sustaining initiatives when key sponsors leave the organization. This underscores the need for succession planning and ongoing commitment from leadership to maintain momentum in project management practices.

- **Promising Results with Board-Level Reporting:**

The initial stages of implementing a board-level report are deemed promising, suggesting that once the concept is accepted by board members, the development of such reporting mechanisms can be relatively straightforward.

- **Importance of Executive Sponsor Beliefs/Passion:**

The case recommends reading alongside other cases, particularly TechMedia, to understand why the beliefs and passion of an executive sponsor are essential for realizing benefits. This emphasizes the emotional and motivational aspects of leadership in driving successful project outcomes.

- **Direct Board Involvement in Monitoring Performance:**

The case encourages understanding why a board must get directly involved in monitoring performance, emphasizing the significance of governance at the highest organizational level in ensuring project success.

Assigned Reading: SkyHigh

Brief

The case study explores a strategic project within an organization known for consistent success. It details how the CEO, along with an executive project sponsor, collaborated with a project manager to successfully realize almost all desired benefits from an IT project. The case goes beyond simplistic prescriptions, providing extensive background information to delve into how top managers genuinely influence project success.

Learnings

- **Collaborative Leadership:**

The case highlights the importance of collaborative leadership, with the CEO and executive project sponsor working together with the project manager. This collaborative approach is essential for aligning project objectives with broader organizational goals.

- **Benefits Realization:**

The central focus on realizing almost all desired benefits from the IT project underscores the significance of a results-oriented approach. Effective leadership and project management involve not just delivering outputs but ensuring that intended benefits are achieved.

- **Leadership Influence on Project Success:**

The case explores how top managers genuinely influence project success. It suggests that the success of a project is not solely dependent on following predefined rules but involves nuanced leadership skills, including passion and determination to drive organizational change.

- **Intimate Relationship Between Leadership and Outcomes:**

The case emphasizes the intimate relationship between the will and passion of top-level executives and the actual realization of project benefits. This underscores the role of leadership commitment in driving successful project outcomes and organizational change.

- **Soft-Governance Skills:**

The case provides insights into the importance of "soft governance" skills. While hard prescriptions are commonly emphasized, the case suggests that effective leadership involves interpersonal and soft skills that underpin the success of the more traditional approaches.

- **Nuanced Leadership Approaches:**

Instead of relying on long lists of simplistic prescriptions, the case encourages a nuanced understanding of leadership approaches. Successful project outcomes require a combination of strategic thinking, interpersonal skills, and a tailored approach to the specific organizational context.

Assigned Reading: Why do Public Sector IT Projects fail?

Brief

The case study addresses the challenges and reasons behind the failure of Information Technology (IT) projects in the public sector of Pakistan. While IT adoption is considered valuable for public sector development, most IT projects, both in developed and developing countries, face partial or total failure. However, research on the reasons for IT project failures is limited, particularly in developing countries like Pakistan.

The paper focuses on three IT projects in the public sector of Pakistan, aiming to identify the causes leading to their failure. It highlights the unique challenges faced by the IT industry in developing countries, such as a shortage of skilled human resources and high employee turnover. The Electronic Government Directorate (EGD) in Pakistan, established in 2002, is tasked with planning and preparing electronic government projects, but governance issues related to project implementation are evident due to limited resources.

The structure of the paper involves categorizing issues contributing to the success and failure of software projects, an overview of the study on three public sector projects in Pakistan, and the presentation of findings. The conclusions drawn from the study emphasize aspects peculiar to developing countries, distinguishing them from common issues in developed countries. The paper concludes with implications for both research and practice in addressing IT project failures in the public sector of developing nations like Pakistan.

Learnings

- **Challenges in Developing Countries:**

The case highlights the challenges faced by the IT industry in developing countries, including a shortage of skilled and experienced human resources and high employee turnover. These challenges impact the maturity level of the IT industry in such nations.

- **Maturity of the IT Industry:**

The case suggests that the field of IT, particularly in developing countries, is not as mature as compared to other industries. The IT industry in these nations is still in its infancy, and many companies have not achieved sufficient maturity.

- **Unique Issues in Developing Countries:**

The study focuses on identifying causes of IT project failure specific to developing countries, highlighting that issues faced by these nations may differ from those in developed countries.

- **Governance Issues in Project Implementation:**

The Electronic Government Directorate (EGD) in Pakistan faces governance issues related to the implementation of e-government projects due to limited resources. This underscores the importance of effective governance in project management.

- **Limited Research in Developing Countries:**

The case points out the limited research conducted on IT project failures in developing countries, especially in Pakistan. This suggests a gap in understanding the specific challenges faced by these nations in the realm of IT projects.

- **Common Causes of Failure Across Developing and Developed Countries:**

The study suggests that many causes of IT project failure are common in both developing countries, including Pakistan, and developed countries. These commonalities include factors such as political instability, economic conditions, lack of education and computer skills, absence of certified software companies, lack of IT awareness, and reluctance to use IT for business functions. Furthermore, a few unique issues which lead to project failures are:

- Change in Government/Organization Head:

Change in government or organization head impacted the deployment of projects A and B. This issue is more relevant to developing countries.

- Top Management Commitment:

Lack of commitment from top management, particularly from the heads of organizations, was noted in projects A, B, and C. This lack of commitment is considered less common in developed countries.

- Funding Challenges:

Non-availability of funds at the appropriate time contributed to project delays. Streamlining fund allocation procedures is identified as a problem more pertinent to developing countries.

- Absence of Dedicated IT Department and CIO:

Many large public organizations in Pakistan lack a dedicated IT department and Chief Information Officer (CIO). The absence of these structures is highlighted as a more relevant issue for developing countries.

- Non-Seriousness of End Users:

Due to a lack of senior management support, end users showed non-cooperation in the requirement engineering process.

- Absence of Project Risk Management Process:

Project risk management is almost completely neglected by both IT companies and public organizations in Pakistan.

- Users' Computer Skill Level:

Many clerical staff and some senior management lack the necessary computer skills, primarily using computers for typing purposes only.

- Lack of Maturity of IT Companies:

Most IT companies in Pakistan face challenges such as a shortage of skilled human resources and higher employee turnover, resulting in a lack of maturity to handle complex issues.

- Resistance to Change:

End users resisted the implementation and deployment of systems due to a lack of computer skills and fear of transparency in their working. Resistance to change is noted as a challenge specific to the study context.

Assigned Reading: Data Science Project Failures

Brief

The case study addresses the significant challenge of data science projects failing to deliver substantial business value despite substantial investments. The study systematically explores the reasons for this shortcoming, analysing specific challenges in data-driven projects. To identify the factors contributing to the failure of data-driven projects, the researchers conducted multiple rounds of qualitative semi-structured interviews with domain experts and followed up with a questionnaire survey involving 112 experts from eleven industries.

Learnings

- **Perceived Success of Data-Driven Projects:**

A significant percentage of respondents believe that less than 50% of their data-driven projects created real business value or were considered successful by management or customers. Only 21% claim that more than 75% of their data-driven projects added real business value, suggesting a misalignment between perceived success and actual business value.

- **Implementation in Operations:**

Around three in ten participants state that 10-25% of data-driven projects were implemented in operations, with similar proportions for 25-50% and 50% and more projects. Not all data-driven projects aim for operational implementation; some are focused on proof-of-concept to demonstrate feasibility.

- **Critical Phases and Challenges in Non-Successful Projects:**

Business understanding is considered of critical and significant impact in non-successful data-driven projects by 38% and 25% of respondents. Challenges with critical and significant impacts include data quality, data access, budget/time, cultural resistance, lack of soft skills, unstructured project execution, communication with customers, and more.

- **Conceptual Distance and Reasons for Non-Success:**

54% of respondents agree that the conceptual distance between business strategies and the implementation of analytics solutions influences non-success in data-driven projects. Lack of organizational alignment/agility, lack of subject expertise, and lack of analytics understanding are also highlighted as critical reasons for non-success.

- **Necessity for Comprehensive Understanding:**

Respondents emphasize the importance of understanding user needs, data, and business objectives for the success of data-driven solutions. Addressing all three aspects of understanding is crucial for enhancing the success and value of data-driven projects in the future.

WEEK 2

Assigned Reading: DeLone and McLean Model of IS success – A 10-year update.

Brief

In this case study, the authors revisit the DeLone and McLean Information Systems (IS) Success Model, a framework introduced ten years prior for measuring the success of information systems in research. They analyse and discuss significant contributions to IS success research made over the past decade, focusing on efforts that apply, validate, challenge, and propose enhancements to the original model. Based on their evaluation of these contributions, the authors suggest minor refinements to the model and present an updated version. The paper emphasizes the utility of the updated model in measuring the success of e-commerce systems and concludes with recommendations for current and future IS success measurement. The study reflects on the evolving role of IS and the advancements in academic inquiry into IS effectiveness, particularly considering the impact of e-commerce.

Additional Understanding

The DeLone and McLean Model of Information Systems Success, often referred to as the DeLone and McLean IS Success Model, is a theoretical framework developed by William H. DeLone and Ephraim R. McLean. The model is designed to provide a comprehensive framework for understanding and assessing the success of information systems within organizations. It identifies six dimensions or factors that contribute to IS success:

- **System Quality:**

Refers to the technical aspects of the information system, including its reliability, ease of use, and performance. A high-quality system is one that functions well and meets user needs.

- **Information Quality:**
Focuses on the quality and relevance of the information produced by the system. Information quality is essential for effective decision-making and problem-solving.
- **Usefulness:**
Measures the extent to which users believe the system enhances their job performance and overall productivity. A system is considered successful if it is perceived as useful by its users.
- **User Satisfaction:**
Reflects the users' overall satisfaction with the system, taking into account factors such as system performance, ease of use, and the value of the information provided.
- **Individual Impact:**
Examines the impact of the information system on individual users, including changes in their work processes, efficiency, and effectiveness.
- **Organizational Impact:**
Assesses the broader impact of the information system on the organization, considering factors such as improved decision-making, competitive advantage, and overall organizational performance.

The DeLone and McLean Model emphasizes the interrelationships among these dimensions, recognizing that success in one dimension can influence success in others. Additionally, the model suggests that user satisfaction and perceived usefulness play central roles in determining the overall success of an information system.

Assigned Reading: HB280-2006 Case studies.

There are a total of 4 main activities of ICT project governance from a top management perspective, these are:

- **Initiate and evaluate.**
This involves the initial phase of a project where the need for a new ICT initiative is identified. Top management plays a crucial role in initiating projects by assessing the strategic alignment of the project with the organization's goals and objectives. This includes identifying opportunities, challenges, and potential benefits associated with the proposed ICT project. After initiation, there is a need for a comprehensive evaluation of the proposed project. This involves a thorough assessment of the feasibility, risks, and potential returns on investment. Top management is responsible for overseeing this evaluation process to ensure that the organization commits resources to projects that align with its strategic direction.
- **Cultural support and structural support**
Top management is responsible for fostering an organizational culture that supports ICT projects. This involves creating an environment where innovation, collaboration, and a positive attitude toward change are encouraged. Cultural support is essential for the successful implementation of ICT initiatives, as it influences how employees embrace and adapt to new technologies. This pertains to the establishment of organizational structures and processes that facilitate effective project governance. Top management ensures that there are clear lines of authority, well-defined roles and responsibilities, and appropriate project management methodologies in place. Structural support is critical for efficient project execution and delivery.

- Direct and monitor projects.

Once a project is initiated and evaluated, top management plays a role in providing direction. This involves setting clear objectives, allocating resources, and defining the overall strategy for the project. It includes making key decisions and establishing a framework for project execution. Continuous monitoring is essential to ensure that projects stay on track and meet their objectives. Top management oversees the monitoring process, which involves tracking project progress, assessing risks, and making necessary adjustments. Monitoring ensures that projects align with organizational goals and are delivered on time and within budget.

- Monitor benefits realization

This activity involves tracking and evaluating the actual benefits derived from the implemented ICT projects. Top management is responsible for ensuring that the expected benefits, such as improved efficiency, cost savings, or strategic advantages, are realized. Monitoring benefits realization helps assess the overall success and impact of ICT initiatives on the organization's performance.

WEEK 3

Assigned Reading: Wicked Problems

Brief

The case study challenges the notion that scientific approaches can effectively address social policy problems. The abstract argues that social policy problems are inherently "wicked," as opposed to the "tame" problems that science traditionally tackles. The term "wicked" problems suggests that these issues are complex, dynamic, and resistant to definitive descriptions or solutions. The abstract emphasizes the inherent subjectivity in social problems, as there is no universally agreed-upon public good or objective definition of equity in a pluralistic society. It contends that policies responding to social problems cannot be categorically correct or false, and the concept of "optimal solutions" lacks meaning without substantial qualifications. Ultimately, the abstract asserts that social problems lack definitive and objective answers, challenging the conventional application of scientific methods to address them.

Learnings

- Wicked Problems

"Wicked problems" is a term often used in the context of project management to describe complex, dynamic issues that are challenging to solve due to their intricate nature. Wicked problems are characterized by the following features:

- **No Clear Solution:** Wicked problems often lack a definitive solution. Even if a solution is identified, it may lead to unforeseen consequences or new problems.
- **Many Stakeholders:** Wicked problems typically involve multiple stakeholders with different perspectives, interests, and values. The diverse range of opinions makes it difficult to find a solution that satisfies everyone.
- **Changing Requirements:** The problem itself is dynamic and may evolve over time. As a result, solutions that once worked may become ineffective.
- **Symptoms of the Problem:** Wicked problems are often manifested through various symptoms, and addressing these symptoms may not necessarily solve the root cause.
- **No End Point:** Unlike traditional problems that have clear endpoints, wicked problems don't have a finite resolution. Solutions are iterative and may need constant adjustment.

- Properties of Wicked problems:

- There is no definitive formulation of a wicked problem.

- Wicked problems have no stopping rules.
- Solutions to wicked problems are not true or false, but good or bad.
- There is no immediate and ultimate test of a solution to a wicked problem.
- Every solution to a wicked problem is a one-shot operation because there is no opportunity to learn by trial and error, every attempt counts significantly.
- Wicked problems do not have an enumerable (or an exhaustively describable) set of potential solutions, nor is there a well-described set of permissible operations that may be incorporated into the plan.
- Every wicked problem is essentially unique.
- The existence of a discrepancy representing a wicked problem can be explained in numerous ways. The choice of explanation determines the nature of the problem's resolution.
- The planner has no right to be wrong.

Assigned Reading: Strategy as a wicked problem.

Brief

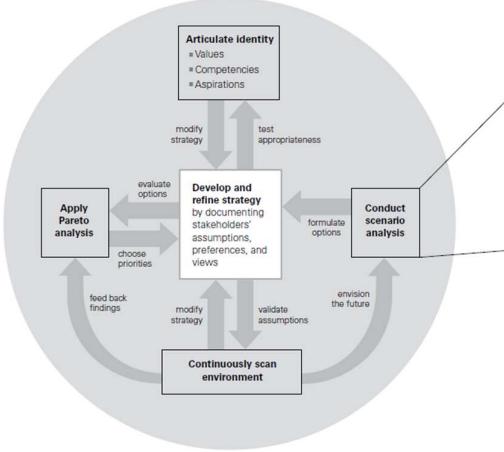
The case study explores the challenges that companies face in developing effective strategies, emphasizing the limitations of contemporary strategic-planning processes. The author notes that despite advancements in strategic planning, many companies struggle with complex issues termed "wicked problems." These problems, as defined by Rittel and Webber, have innumerable causes, are challenging to describe, and lack a definitive solution. Examples of wicked problems include environmental degradation, terrorism, and poverty. Furthermore, the study argues that traditional strategic-planning approaches fall short in addressing wicked problems and may even exacerbate them by generating undesirable consequences. While experts in fields like public policy and software development have developed methods for identifying and coping with wicked problems, the concept has been largely absent from strategy discussions in corporate settings.

The author conducted research projects between 1995 and 2005, analysing enterprises such as ABB, Alcoa, Honeywell, Royal Dutch Shell, and others to gain insights into how they handle wicked strategy problems. The study delves into innovative strategic-planning techniques, strategy implementation, and long-term, uncertain returns in the pharmaceutical industry. The case study aims to explore how companies can manage, if not solve, wicked problems. It concludes by introducing a planning process employed by PPG Industries to tackle these complex and persistent issues. The focus is on acknowledging the wickedness of strategy issues and developing approaches that allow companies to navigate and address them effectively.

Learnings

- Properties of Wicked Problems (In addition to the 10 mentioned before)
 - The problem involves many stakeholders with different values and priorities.
 - The issue's roots are complex and tangled.
 - The problem is difficult to come to grips with and changes every attempt to address it.
 - The challenge has no precedent.
 - There's nothing to indicate the right answer to the problem.
- Tips to manage wicked problems:
 - Involve stakeholders, document opinions, and communicate.
 - Define the corporate identity.
 - Focus on action.
 - Adopt a feed-forward orientation.

- PPG's framework for responding to Wicked Issues



Assigned Reading: Mintzberg rethinking strategic planning part 1.

Brief

The article explores the rise and subsequent decline of "strategic planning," a concept that gained prominence in the mid-1960s, fuelled by the popularity of Igor Ansoff's book "Corporate Strategy" in 1965. The author contends that, while the concept of strategic planning is not entirely obsolete, it has lost its former status, and the reasons behind this decline are not fully understood. The article, based on a book of the same title, aims to shed light on what went wrong with strategic planning and what lessons can be gleaned from this experience.

In the first of two articles, the author examines the failures of strategic planning and seeks to understand the underlying issues. The intention is to explore the pitfalls not as external challenges but as inherent to the practice of planning itself. The article suggests that planning might be the root cause of problems traditionally attributed to other factors, leading to a set of fundamental fallacies that have undermined the effectiveness of strategic planning.

The second article in the series is expected to delve into the lessons learned from the rise and fall of strategic planning, considering implications for planning processes, plans, and planners. The overarching goal is to address a core fallacy that, according to the author, has played a pivotal role in diminishing the effectiveness of strategic planning over time.

The author highlights planning's grand fallacy, which is a combination of the three fallacies discussed earlier in the text (The fallacy of predetermination, Detachment, and Formalization). The central argument is that strategic planning, as commonly practiced, lacks the capacity for true strategy making because analysis, a crucial component of planning, is not equivalent to synthesis. The author contends that strategic planning has never been synonymous with strategy making. While analysis can play a supportive role by defining and elaborating on the components that make up a strategy, it cannot substitute for synthesis. The article emphasizes that no matter how detailed the analysis, formal procedures cannot predict disruptions, enlighten detached managers, or generate innovative strategies.

As a result, the author suggests that the term "strategic planning" is a misnomer. Instead, the process should be labelled as "strategic programming," emphasizing its role in formalizing the consequences of strategies that have already been developed. The conclusion asserts that, ultimately, the term "strategic planning" is contradictory or an oxymoron, and a more accurate

framing would be to view it as a means of formalizing and organizing the outcomes of pre-existing strategic decisions.

Learnings

- Pitfalls mentioned in the article:
 - Commitment pitfall
 - Inflexibility of Plans: The purpose of a plan, according to the author, is to make things inflexible and set the organization on a predetermined course of action. While plans may commit organizations, they do not necessarily engender human commitment. Once a plan is formulated, any attempt to revise it is likely to be resisted due to the complexity involved in altering various interconnected components.
 - Resistance to Change: The process of planning itself is seen as evoking resistance to significant organizational change. Planning tends to decompose organizational elements based on established categories, such as existing levels of strategy or product types. Real strategic change often requires rearranging these categories, which planning may not effectively support.
 - Analytic Nature vs. Creativity: The passage argues that planning, being an analytic process, promotes generic rather than creative change. Creativity involves synthesis and rearrangement of established categories, which planning, by its nature, does not encourage. While there may be creative individuals with the title of "planner," the technology or processes of planning are not inherently creative.
 - Short-Term Focus: The author suggests that planning tends to favor short-term change over long-term strategies. The weak forecasting methods of planning, especially in predicting discontinuities, limit its ability to look far into the future. Additionally, the linkage of strategic planning to budgeting emphasizes a focus on the short term, neglecting the importance of long-term considerations.
 - Change pitfall
 - Inflexibility of Plans: The author argues that the purpose of a plan is to render things inflexible, setting the organization on a predetermined course of action. While plans may commit organizations, they may not necessarily engender human commitment. The inflexibility of plans is emphasized, making it challenging to revise any part of the plan without altering the entire structure.
 - Resistance to Change: The process of planning itself is said to evoke resistance to serious change in organizations. This resistance is attributed to the need for decomposition in planning, which aligns with established categories of the organization (e.g., levels of strategy, product types). Real strategic change often involves rearranging these categories, leaving planning focused on incremental rather than transformative change.
 - Promotion of Generic Change: The author contends that planning tends to promote change that is generic rather than creative. The analytic nature of the planning process is contrasted with creativity, which requires synthesis and the rearrangement of established categories. Planning, by its nature, preserves existing categories rather than fostering creativity.

- Reliance on Past and Copying Strategies: The passage suggests that a reliance on planning may lead to strategies that are extrapolated from the past or copied from others. The focus on technique, as opposed to creative synthesis, is criticized. Planning is depicted as a process that can formalize various aspects but struggles to capture the essence of creative strategy development.
- Preference for Short-Term Change: The author argues that planning tends to favour short-term change over long-term strategies. The weak forecasting methods, especially in predicting discontinuities, are cited as a reason. The need to tie strategic planning to budgeting further focuses attention on the short term, with the long term often neglected in real-world planning.
- Politics pitfall
 - Planning and Political Activity: The conventional view is that a climate of political activity disrupts the orderly world of planning. However, the author argues that planning contributes to certain political activities. Moreover, political activities can sometimes foster progressive change in organizations despite planning.
 - Biased Objectivity in Planning: While planning is often described as objective, the author contends that it exhibits a biased form of objectivity. Planners, like anyone else, have biases—about planning itself, their influence over strategy making, and the goals they implicitly favour in the organization. The bias in favour of objectivity tends to prioritize analytic processes over intuitive ones and favours incremental change, generic strategies, and quantifiable goals.
 - Political Resistance to Planning: The biased nature of planning can lead to political resistance, especially from individuals or groups that represent alternative beliefs or preferences for revolutionary change, creative strategies, innovative designs, or intuition. When planners emphasize formal processes, discourage commitment in favour of calculation, and act as watchdogs for "correct" practices, they may exacerbate political conflicts within the organization.
 - Positive Role of Politics: The passage suggests that politics within an organization can sometimes have a positive effect, particularly when planning favours the status quo, and the organization requires radical change. In such cases, political challenges to planning and established procedures may be necessary to bring about the needed transformation. Politics and intuition are presented as viable alternatives to planning in certain situations.
 - True Pitfalls of Strategic Planning: The author identifies the true pitfalls of strategic planning as biases in favour of certain processes, goals, and types of change. These biases can lead to political conflicts, resistance, and a failure to adapt to the organization's actual needs.
 - Deeper Problems and Grand Fallacy: The passage concludes by alluding to three deeper problems in strategic planning, referred to as "fallacies," which the author will discuss further in the conclusion. These fallacies are suggested to be the root issues undermining the effectiveness of strategic planning, culminating in one grand fallacy.

- Pitfalls of corporate planning

Description
<ol style="list-style-type: none"> 1. Top management's assumption that it can delegate the planning function to a planner. 2. Top management becomes so engrossed in current problems that it spends insufficient time on long-range planning, and the process becomes discredited among other managers and staff. 3. Failure to develop company goals suitable as a basis for formulating long-range plans. 4. Failure to assume the necessary involvement in the planning process of major line personnel. 5. Failing to use plans as standards for measuring managerial performance. 6. Failure to create a climate in the company which is congenial and not resistant to planning. 7. Assuming that corporate comprehensive planning is something separate from the entire management process. 8. Injecting so much formality into the system that it lacks flexibility, looseness, and simplicity, and restrains creativity. 9. Failure of top management to review with departmental and divisional heads the long-range plans which they have developed. 10. Top management's consistently rejecting the formal planning mechanism by making intuitive decisions which conflict with the formal plans.

Assigned Reading: Mintzberg rethinking strategic planning part 2.

Brief

The first half of the article conveys two crucial messages derived from the challenges faced by "strategic planning." The widely accepted message is that line managers should take charge of the strategy-making process. However, the less acknowledged lesson is that they cannot effectively do so through a formalized process; there is no specific technique for creating strategy through analysis alone. The author suggests that strategic planning should have been termed "strategic programming," emphasizing its role in programming the consequences of strategies already created through other means, such as visionary leadership or organizational learning.

The latter half reflects on the need to recognize a "formalization edge" in human behaviour, emphasizing that while certain behaviours benefit from formalization, complex and creative activities like strategy making have limits to formalization. The dangers of losing the essence of an activity in its explication are highlighted. The author advocates for loosening up the strategy-making process, cautioning against arbitrary formalization. The article's insights are summarized, noting what planning is not, its limitations, and the need to solidify descriptive understanding before prescribing solutions. The rise and fall of strategic planning serve as a lesson about organizational functioning, managerial coping mechanisms, human thinking processes, and the importance of balancing descriptive understanding with prescriptive actions.

Learnings

- Roles recommended in the article:
 - Role of planning: Strategic Programming
 - Strategic Programming vs. Strategic Planning:
Strategic Planning: The term is considered a misnomer because it involves strategic programming, which focuses on elaborating and operationalizing the consequences of strategies that have already been conceived through other means.

Role of Planning: Planning's primary role is seen as programming, implementing, and articulating intended strategies rather than formulating them.

- **The Planner's Role:**
The image of a planner is presented as someone left behind after a strategic decision-making meeting, tasked with organizing and packaging the decisions made during the meeting for communication and implementation.
 - **Strategic Programming Steps:**
 - Codification: Clarifying and expressing strategies in a formal, operational manner, making implicit assumptions explicit, and addressing inconsistencies.
 - Elaboration: Decomposing codified strategies into sub strategies, ad hoc programs, and overall action plans, specifying actions to realize each strategy.
 - Conversion: Considering the effects of strategic changes on organizational operations, including restating objectives, reworking budgets, and reconsidering policies and procedures.
 - **Challenges and Considerations:**
 - Articulation Challenges: The process of codifying strategy can be challenging, potentially losing nuances, subtleties, or qualifications in the translation from general thoughts to specific directives.
 - Elaboration and Conversion: The processes of elaboration and conversion involve crossing a 'great divide' from strategic plans to routine operational considerations, including budgeting and objective setting.
 - Mystery of Effective Organizations: The formalized and articulated way of accomplishing conversion remains somewhat mysterious, representing one of the critical aspects of how effective organizations truly function.
 - **Strategic Programming Context:**
 - Context Dependency: Strategic programming is viewed as suitable under specific circumstances when viable intended strategies are available, particularly in relatively stable or controlled contexts, such as mature industries with large, capital-intensive organizations.
 - **Organization Types:**
 - Machine Bureaucracy: Strategic programming is deemed suitable for organizations characterized as machine bureaucracies, common in industries like airlines, retail banking, mass production, and clerical services in government.
 - **Potential Harm of Strategic Programming:**
 - Flexibility Concerns: While strategic programming can be effective in specific contexts, organizations that don't fit the described conditions may face harm, as it could limit flexibility needed to adapt to unpredictable changes.
- **Role of plans (1): Communication Media**
 - **Dual Capacities of Plans:**
Plans, if viewed as a form of programming, serve two primary capacities:

Media for Communication: Plans act as a means of communication within the organization, conveying not only strategic intentions but also specific actions that subunits and individuals must take to achieve those intentions.

Devices for Control: Plans function as control devices, leveraging their analytical character to represent strategies in a decomposed and articulated form. This representation, while not always quantified, provides a basis for control mechanisms.

- **Analytical Character of Plans:**

Plans are characterized by their analytical nature, representing strategies in a decomposed and often quantifiable form. This characteristic makes them suitable for communication and control within an organization.

- **Reasons for Programming Strategy:**

Coordination: The primary reason for programming strategy is coordination. It ensures that everyone in the organization is aligned and moving in the same direction, with plans specifying the precise actions that need to be taken.

Communication Mediums: Plans, emerging from strategic programming, take various forms such as programs, schedules, and budgets. These become effective media for communicating strategic intentions and the specific tasks assigned to different parts of the organization.

- **Internal and External Communication:**

Internal Communication: Plans communicate not only strategic goals but also the actions required by each subunit and individual within the organization. This helps in maintaining a common direction.

External Communication: Plans can also serve as a means of external communication. This involves informing important external stakeholders, such as financiers, suppliers, and government agencies, about the substance of the plans. This external communication seeks tangible and moral support from influential outsiders to help the organization realize its plans.

- **Not Just Public Relations:**

The author clarifies that the reference to external communication is not merely about planning as a public relations exercise ("planning for show"). Instead, it emphasizes the substantive communication of plans to external stakeholders to enlist their support in achieving organizational goals.

- **Role of plans (2): As control devices**

- **Communication Role of Plans:**

Informing of Intended Strategy: Plans serve as communication media by informing people within the organization about the intended strategy and its expected consequences. This involves conveying the strategic goals and the expected outcomes of those goals.

- **Control Role of Plans:**

Specification of Expected Behaviours: In their role as control devices, plans go beyond communication to specify the expected behaviours of specific departments and individuals. This involves detailing the actions required to realize the intended strategy.

Simulation and Feedback: Plans serve as simulations by providing a basis for comparison between expected behaviours (as outlined in the plans) and actual performance. This feedback loop helps in assessing the alignment of actions with the intended strategy.

Corporate Policeman Analogy: The passage refers to a characterization of the planning department as the "corporate policeman," highlighting the control function of plans. This suggests that plans are used to enforce organizational discipline and ensure adherence to the specified behaviours.

- **External Control through Plans:**

Imposition by Influential Outsiders: Plans can be imposed externally by influential outsiders, such as headquarters defining profit and growth targets for divisions or governments imposing specific intentions on agencies through action plans.

- **Strategic Impositions:** External control through plans may involve strategic impositions, where specific courses of action are mandated. For example, a headquarters might impose a strategy of harvesting on a particular division.

- **Games Around Planning as a Control Device:**

Expectations from Investors and Governments: There are instances where engaging in the planning process itself becomes a form of control. For example, investors may expect companies going public to have robust planning processes. Governments may demand planning from public institutions they fund.

- **Emphasis on Engagement in the Process:** In these cases, it's not just the results of planning that matter but the organization's active engagement in the planning process, which becomes a control mechanism.

- **Roles of planners (1): Finders of strategies**

- **Deliberate vs. Emergent Strategies:**

Deliberate Strategies: These are specific intentions formulated by senior management and subsequently realized.

Emergent Strategies: These develop inadvertently, without conscious intention, often through a process of learning. They can be patterns formed among different actions.

- **Role of Planners as 'Interpreters of Action':**

Planners can play a crucial role in finding emergent strategies within organizations.

The popular view that strategies come solely from senior management is challenged. Research suggests that successful strategies often do not come fully formed but may emerge from various levels and areas within the organization.

Planners, in the words of Karl Weick, can be "interpreters of action," helping to decipher and understand the meaning behind various activities and patterns.

- **Strategic Learning in Complex Organizations:**

In complex, decentralized, and learning-oriented organizations (e.g., high technology companies, research laboratories), strategies may need to emerge from various levels rather than being imposed from the top down.

Hierarchy in such organizations might fail to systematically capture these emergent strategic patterns.

- Planners' Role in Finding Emerging Patterns:
Planners' adept at soft analysis can help find emerging patterns within the organization.
This involves studying hard data, such as market segmentation figures, and requires flexible and unconventional approaches.
Planners need to look beyond traditional sources and be like detectives, exploring unexpected places to identify patterns amid the noise of diverse activities and learning processes.
- Assessing Viability and Formalization:
Once emergent strategies are found, planners play a nuanced role in assessing their viability alongside intended strategies.
This role is more complex than traditional strategic programming and involves detective work to scrutinize unexpected strategies.
Planners must decide which emergent strategies are worth formalizing, keeping in mind the balance between being too quick to formalize and allowing time for the emerging pattern to demonstrate its worth or lack thereof.
- Roles of planners (2): Analysts
 - Strategic Analysis Defined:
Strategic analysis is described as the process where planners, instead of primarily engaging in formal planning activities, spend a significant amount of time conducting analyses of specific issues that have consequences for the organization.
 - Role of Effective Managers:
Effective managers are depicted as individuals who, due to their roles, have a deep understanding of their organization and its external context through privileged access to soft data (qualitative, non-quantifiable information). However, they often lack the time and inclination to study hard data (quantifiable information).
 - Planners as Analysts:
Planners are seen as suitable candidates for the role of conducting strategic analysis.
They possess the inclination, time, and willingness to consider hard facts.
The primary task of planners in this context is to analyse hard data, drawing on appropriate techniques, and present the results to managers on an ad hoc basis, providing factors to be considered alongside other information.
 - Quick and Dirty Analysis:
Much of the analysis conducted by planners is described as "quick and dirty," implying that it is performed within the time frames required by managers and may not necessarily be exhaustive or formalized.
 - Scope of Analysis:
While market and competitive analyses (industry analyses) are acknowledged as important, the passage emphasizes the significance of inside analyses. Planners may use formal computer models, but they can also offer alternate conceptual interpretations of various aspects of the organization.

- **Changing Mental Models:**
The passage suggests that the real purpose of effective planning, according to Arie de Geus, is not just to make plans but to change the mental models held by decision-makers. Planners play a role in offering new perspectives and conceptual interpretations that can alter how decision-makers view the organization.
- **Scrutinizing Strategies:**
Planners are tasked with scrutinizing strategies, not only evaluating them formally but also assessing their overall viability. This scrutiny extends to all types of strategies, including clear, deliberate ones formulated by executives and vague, emergent strategies that may arise organically within the organization.
- Roles of planners (3): Catalysts
 - **Rethinking the Role of Planners:**
The passage challenges the traditional notion that planners should primarily promote strategic planning.
Planners are encouraged to be catalysts for any form of behavior that leads to effective performance, not just formal planning.
Encouraging strategic planning may, in some cases, discourage strategic thinking, especially when external environments are unsettled or strategic learning is ongoing.
 - **Encouraging Strategic Behaviour Naturally:**
Planners should promote whatever form of strategic behaviour is most suitable for a given situation.
In the catalyst role, planners ensure that active line managers are engaged in strategic thinking, encouraging them to think creatively about the future.
 - **Broader Conception of the Strategy-Making Process:**
The passage suggests moving away from the idea of planning as the "one best way" and adopting a broader conception of the strategy-making process.
 - **Catalyst Role's New Significance:**
In a more expansive view of strategy making, the catalyst role takes on new significance.
Effective planning departments may have planners who serve as conceptual thinkers about strategic formation, bringing in the latest ideas and sometimes being critical of formal planning.
 - **Corporate Guru and Conceptual Thinkers:**
The catalyst role is described as being a "corporate guru" who challenges conventional wisdom and helps individuals move away from established routines.
Planners in this role use shock tactics, raising difficult questions, or "whisper in the ears of the gods" to build awareness about new options and broaden support for action.
 - **Source of Conceptual Knowledge:**
Planners, serving as a source of conceptual knowledge about the strategy-making process, may influence strategic thinking.
However, being predisposed to think about strategy doesn't automatically make someone a strategic thinker; it requires information, involvement, and imagination.

- Creativity Among Planners:
Some planners, especially those not overly focused on planning technology, have been among the most creative individuals in organizations.
The title of "planner" doesn't preclude imagination, and some planners can be champions or creators of specific strategies, unrelated to planning as a process.

Assigned Reading: Implementing strategy through projects.

Brief

The article addresses the **disparity in attention given to the formulation and implementation of strategies**. While considerable interest and work have been invested in defining and developing concepts and techniques for strategy formulation, the implementation phase seems to be somewhat neglected. The article acknowledges the groundbreaking contributions of notable figures in strategic management such as Ansoff, Porter, Hamel, and Prahalad to the understanding of strategy formulation. However, it highlights the tendency to perceive strategy implementation as a matter of operational details and tactical adjustments, suggesting that this aspect deserves more comprehensive exploration and discussion.

Learnings

- Challenges of strategy implementation
 - Smooth Flow of Operations vs Step Change to Seize Opportunity: Line managers often focus on ensuring the smooth operation of their functional areas with gradual changes to minimize risk. This contrasts with the need for step changes, such as adopting new technologies or reorganizing practices. The natural inclination is to opt for familiar organizational arrangements, potentially hindering necessary bold actions.
 - Efficient Execution of Tasks vs Securing Desired Benefits: Functional organizations allow for technical specialization and economies of scale, but efficient task execution may become an end. When implementing a new strategy within the existing hierarchy, there's a challenge to address the effectiveness of ongoing processes in alignment with the new strategic direction, often leading to hidden compromises.
 - Current Way of Doing Business vs Future Way of Doing Business: Organizations gradually align their structure, style, practices, methods, and values with their current business approach. Strategic changes require managers to conceive and accept new practices, but the existing environment conditions their responses. Prevailing beliefs and attitudes tend to shape the strategy, limiting what managers are willing to consider. Despite initiatives cutting across boundaries, implementation plans often mimic existing structures.
 - Established Distribution of Power vs New Distribution of Power: Organizations inherently possess complex structures of influence and power, likely to be disturbed by a new strategy. The paradox lies in the fact that the most powerful managers, who stand to lose the most, often resist changes that may alter the existing power dynamics. The challenge involves navigating the political landscape and redistributing power to align with the new strategic direction.
- The article emphasizes the critical importance of selecting an appropriate change mechanism and approach for effective strategy implementation. It distinguishes between evolutionary and revolutionary strategies, highlighting that the choice of strategy significantly influences the organization's ability to change from within. The

article argues that using existing organizational structures and procedures for implementing a revolutionary strategy is counterproductive. Instead, it suggests that projects and the associated skills of project and program management offer a superior alternative. The provided case histories illustrate that project and program management can effectively translate strategy into action, outperforming conventional approaches and providing a competitive advantage to organizations that master and apply them.

Assigned Reading: Strategic project leadership toward a strategic approach to project management.

Brief

The case study explores a new approach to project management known as Strategic Project Leadership (SPL). Unlike traditional project management, SPL focuses on aligning projects with business goals, specifically emphasizing the creation of a competitive advantage in the marketplace. The conventional approach often prioritizes completing tasks within time and budget constraints, while SPL advocates for a more strategic mindset.

In SPL, projects are viewed as essential initiatives with significant business implications rather than mere tasks to be completed. The paper outlines a mindset, framework, and a practical, step-by-step approach to connect project management directly to business outcomes, transforming projects into powerful tools for gaining a competitive edge.

The study draws on extensive case research, presenting six cases—three successful implementations of the SPL approach and three instances where the approach fell short. These cases serve as examples to illustrate the value of SPL in project management, highlighting both its successes and potential challenges. The research aims to demonstrate how SPL can contribute to the success of strategic projects, particularly in areas such as research and development, by emphasizing the importance of aligning project goals with broader business objectives.

Learnings

- Difference between Project Management and Strategic Project Leadership

	Project management	Strategic Project Leadership®
Basic paradigm	Projects are a collection of activities that need to be executed on time, budget, and requirements	Projects are strategic organizational processes that are initiated to achieve business goals
Focus	Efficiency	Effectiveness and efficiency
Perspective	Operational	Strategic, operational, human
Manager's role	Getting the job done – in time, budget, specifications	Getting the business results Winning in the market place
Project management style	One size fits all	Adaptive approach
Project definition	Project scope (SOW) What needs to be done?	Product, competitive advantage, strategy, scope
Planning	Activity, schedule, budget	End results, success dimensions, activities
Project reviews	Progress, status, milestones, budget	Customer needs, strategy, success dimensions, status
Human side	Teams, conflict resolution	Leadership, vision, spirit, meaning, motivation

- The SPL Framework:

- Project strategy: it is defined as the project perspective, position, and guidelines on what to do and how to do it, to achieve the highest competitive advantage and the best value from the project outcome.
- Spirit: it is defined as an inspired state of mind focused on a vision of the project's expected achievements.
- Organization: Organization involves project structure, team building, and people.

- **Processes:** The Project Management Institute has identified thirty-nine processes, based on nine knowledge areas, among them, cost, time, quality, and procurement.
 - **Tools:** Tools should be chosen to serve the higher elements and help plan, execute, and control the project. Project tools relate to issues such as planning, scheduling, budgeting, organizing, quality measurement, and configuration management.
- The 7 principles of SPL implementation:
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- 1. Leadership: Turn project managers into leaders. Make them responsible for business results.
 - 2. Strategic Project Portfolio Management: Group your projects based on their strategic impact and form a policy for project selection.
 - 3. Project Strategy: Define the competitive advantage of your product, and articulate a detailed project strategy to win in the market place.
 - 4. Project Spirit: Articulate an inspiring project vision, and develop an appropriate project spirit, which will support the strategy and create energy, excitement, and commitment.
 - 5. Adaptation: Assess the environment and your task. Classify your project, and select the right project management style to fit the project type.
 - 6. Integration: Create an integrated hierarchical plan. Start with Strategy, and include Spirit, Organization, Processes, and Tools.
 - 7. Learning: Create a project learning organization. Every monitoring and controlling activity will include lessons learned. Summarize your project in a lessons learned event and report.
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WEEK 4

Assigned Reading: Leading change – why transformation efforts fail.

Brief

This reading tells us about why transformation efforts fail. It lists the errors which are made which often lead to transformation failures. It also mentions the 8 steps of transforming an organisation.

Learnings

- Errors which lead to transformation failure
 - Not establishing a great enough sense of urgency.
 - Not creating a powerful enough guiding coalition.
 - Lacking a vision.
 - Under-communicating the vision by a factor of ten.
 - Not removing obstacles to the new vision.
 - Not systematically planning for and creating short term wins.
 - Declaring victory too soon.
 - Not anchoring changes in the corporation's culture.
- Steps to transform your organization.



Assigned Reading: Making change work.

Brief

The IBM Global Making Change Work Study explores the management of change within organizations and strategies for improving project outcomes. The study identifies a significant "Change Gap" between CEOs' expectations of substantial change and their perceived ability to manage it effectively. Over a two-year period, the percentage of CEOs expecting change increased, but the reported success in managing change showed only marginal improvement.

The Making Change Work Study focuses on closing this Change Gap, drawing insights from surveys and interviews with over 1,500 practitioners worldwide, including project leaders, sponsors, project managers, and change managers. While most CEOs acknowledge poor execution of change, some practitioners have learned to enhance their outcomes. The study reveals that, on average, 41 percent of projects are considered successful in meeting objectives, while 59 percent fall short.

Interestingly, the top 20 percent of practitioners, termed "Change Masters," achieve an 80 percent project success rate, while the bottom 20 percent, identified as "Change Novices," experience only an 8 percent success rate. The study emphasizes that project success is primarily influenced by people rather than technology. Four common factors are identified as crucial for practitioners to address their most significant project challenges.

Learnings

- 4 factors that helped in addressing transformation challenges:

- Real insights, real actions.

Successful projects require a full, realistic understanding of the upcoming challenges and complexities, followed by specific actions to address them. Lack of early insight leads to a high risk that complexity will be underestimated or even overlooked. In particular, the complexity of behavioural and cultural changes is often underestimated in the early project planning and scoping stages. A few more points to remember are:

- Gain real insights and turn them into actions.
 - Hook into the history.
 - Keep an eye out for everything!
 - Plan and adjust.
 - Take a long view.

- Solid methods, solid benefits.

For most organizations, classic project management, with its formal and structured elements, has been used for decades. But formal change management methods have not yet permeated business or project operations to a significant degree. Today's change management, if explicitly performed at all, often occurs in the form of improvised solutions. A few more points to remember are:

- Keep integrating.
 - Keep all eyes on the prize.
 - Drive consistency.
 - Embed in the culture.

- Better skills, better change.

Using more experienced and skilled change managers and project sponsors can mean reduced risk of troubled projects. Effective change leadership in the form of dedicated change managers and credible and experienced sponsors is critical. It is equally important to cascade leadership responsibility to all levels of the organization, creating empowered employees who support and enact change. A few more points to remember are:

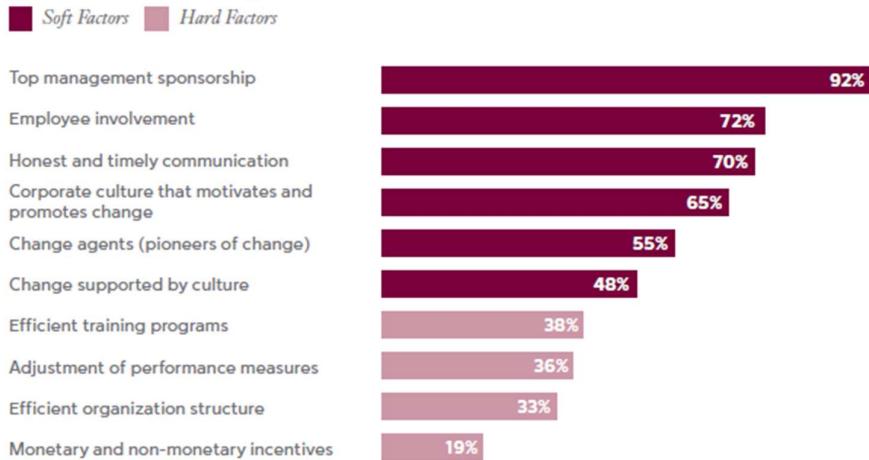
- Lead from the top.
 - Involve the people.
 - Communicate or fail.
 - Get the right skills, everywhere.

- Right investment, right impact.

The right budget for change management, spent effectively on the right things translated into a significantly higher likelihood of project success. However, depending upon the objectives of a particular project, the "right" level of investment in change management will vary. A few more points to remember are:

- Remember to emphasize on human touch.
 - Put some method into madness.
 - Tackle complexity before it tackles you.

- Change is the new normal.
 - Organizations can change quickly and successfully.
 - Instead of merely responding to trends, they shape and lead them.
- Factors for successful change:



Assigned Reading: Empirical Development of a model of performance drivers in organisational change projects.

Brief

The research project initiated in 1998 aimed to investigate the factors influencing the success of organizational change projects. The study conducted extensive quantitative analyses across various industries, countries, and companies to identify the determinants of successful change initiatives. This article focuses on the initial phase of the project, presenting a descriptive model for assessing change projects and analysing interactions between key success factors and performance outcomes.

To develop the model, 44 survey questions were administered to 117,355 employees involved in or affected by organizational change. Factor analyses of the survey results guided the creation of the Change Tracking model. This model includes two outcome variables: realizing business benefits and business performance. Additionally, it incorporates six key drivers, namely the amount of change and turbulence, available resources, alignment with the company's vision, quality of change management, work roles, and emotional energy.

The Change Tracking model provides an empirically derived framework for change management, offering insights into the relationships between key factors and project outcomes. The model aims to guide future research and practice in the field of organizational change.

Learning

- Need for Empirical Models: The article emphasizes the necessity for empirically validated, descriptive models of organizational change to guide further research. Such models provide frameworks for ongoing process evaluation to optimize change processes.
- People-Centric Approach: The study underscores that project success primarily depends on people rather than technology. The Change Tracking model identifies key drivers, including emotional aspects, leadership, and employee buy-in, which significantly impact project success.
- Complex Interrelationships: The factor analysis reveals the complex interrelatedness of key drivers in change management. The Change Tracking model demonstrates the

intricate relationships between project characteristics, leadership, and emotional factors.

- Model Enhancements: The Change Tracking model expands existing models by incorporating the emotional aspect, performance outcomes, and project characteristics. It introduces a temporal dimension, crucial for analysing the complex interactions in change processes over time.
- Common Language for Stakeholders: The model provides a common language for researchers, consultants, and managers involved in change projects, offering a reliable and valid basis for investigating how change processes unfold and analysing interactions and patterns.
- Systems Theory Approach: The study's approach aligns with systems theory, recognizing the complex relationships and feedback loops within organizational change. The Change Tracking model allows for ongoing feedback, real-time evaluation, and readjustment of change processes based on a large, validated database.
- Situational or Contingency Model: The article proposes the development of a situational or contingency model, facilitating real-time evaluation, adaptation of change strategies, and continuous monitoring of project performance.
- Predictive and Prescriptive Potential: The Change Tracking model and database have the potential to provide predictive and prescriptive feedback, offering a pragmatic "health check" for organizational change projects.

Assigned Reading: Choosing strategies for change.

Brief

The main content of the article revolves around the challenges and importance of organizational change. The article traces back to a 1973 Conference Board inquiry where experts expressed concerns about organizations' ability to respond to environmental change, emphasizing the need for reorganization despite the fear and resistance it often entails.

The subsequent events confirm the significance of these concerns as managers today grapple with various challenges such as government regulations, new products, competition, technology, and workforce changes. The article notes that frequent organizational changes have become a necessity, with most companies undergoing moderate changes annually and major changes every few years.

The article acknowledges that while few change efforts are complete failures, they are rarely entirely successful. Change initiatives often encounter problems, take longer than anticipated, affect morale, and come with significant managerial and emotional costs. Some organizations even avoid necessary changes due to fear of unsuccessful implementation.

The article sets out to address these challenges by first exploring the causes of resistance to change. It then proposes a systematic approach for selecting a strategy and specific approaches to implement organizational change. The methods presented are based on analyses of both successful and unsuccessful organizational changes, providing insights into overcoming resistance and improving the effectiveness of change efforts.

Learnings

To lead change successfully, the authors recommend:

- Analysing situational factors

Determine how much and what kind of resistance to expect. Identify who has the most accurate information to design the change initiative. Decide how urgently the company must change.

- Determining the optimal speed of change
Proceed slowly if you anticipate intense resistance, have less power than resisters, or need information from others to design and implement the change.
- Considering methods for managing resistance
If resistance stems from employees' lack of information, use education to communicate the reasons for the desired change. Once educated, people often become supportive, though this method can be time consuming if it involves large groups. If you want resisters to become more committed to the change, encourage their participation in its design or implementation. This method increases grassroots support for change but can cause problems if people lack the expertise to develop effective plans. If people fear they can't make needed adjustments, provide skills training and emotional support. No other approach works as well with adjustment problems, but it can be time consuming and expensive. If powerful people or groups are resisting because they'll lose out because of the change, use negotiation – offer incentives for complying with the change. This is a relatively easy, if expensive, way to defuse major resistance. If speed is essential, use coercion – threaten firing or transfer or loss of promotion opportunities. This can override resistance quickly but also spark intense resentment.

Methods for dealing with resistance to change

Approach	Commonly used in situations	Advantages	Drawbacks
Education + communication	Where there is a lack of information or inaccurate information and analysis.	Once persuaded, people will often help with the implementation of the change.	Can be very time consuming if lots of people are involved.
Participation + involvement	Where the initiators do not have all the information they need to design the change, and where others have considerable power to resist.	People who participate will be committed to implementing change, and any relevant information they have will be integrated into the change plan.	Can be very time consuming if participants design an inappropriate change.
Facilitation + support	Where people are resisting because of adjustment problems.	No other approach works as well with adjustment problems.	Can be time consuming, expensive, and still fail.
Negotiation + agreement	Where someone or some group will clearly lose out in a change, and where that group has considerable power to resist.	Sometimes it is a relatively easy way to avoid major resistance.	Can be too expensive in many cases if it alerts others to negotiate for compliance.
Manipulation + co-optation	Where other tactics will not work or are too expensive.	It can be a relatively quick and inexpensive solution to resistance problems.	Can lead to future problems if people feel manipulated.
Explicit + implicit coercion	Where speed is essential, and the change initiators possess considerable power.	It is speedy and can overcome any kind of resistance.	Can be risky if it leaves people mad at the initiators.

Assigned Reading: Change management book.

Chapter 1

- Learning Process:
Learning something new often involves a temporary dip in performance. Initially, individuals are consciously competent, but as they become unconsciously competent, performance is less consciously monitored. Challenges or errors may prompt a return to conscious competence.
- Underpinning Theory:
The management interventions through the change process involve minimizing shock, providing clear communication, discussing implications, addressing needs and concerns, practicing patience, listening, empathizing, supporting, managing conflict, helping individuals navigate the emotional impact, recognizing past triggers, and encouraging positive outcomes.

- Schools of Thought on Individual Change:
 - Behaviorist Approach: Focuses on changing behaviors through reward and punishment, involving behavioral analysis and reward strategies.
 - Cognitive Approach: Aims for positive reframing, using techniques like goal setting and coaching to achieve results.
 - Psychodynamic Approach: Involves understanding and relating to the inner world of change, especially during emotionally significant changes.
 - Humanistic Psychology Approach: Emphasizes belief in development, growth, and maximizing potential, focusing on healthy relationships and organizations.
- Personality Impact:

Personality type significantly affects an individual's ability to initiate or adapt to change.
- Factors Influencing Individual Response to Change:
 - Individual and organizational history
 - Type and consequence of the change
- Schein's Competing Anxieties:

Survival anxiety must exceed learning anxiety for change to occur. Managers should reduce learning anxiety rather than increasing survival anxiety.
- Guidelines for Managers Based on Approaches:
 - Behavioural: Optimize reward strategies.
 - Cognitive: Link goals to motivation.
 - Psychodynamic: Treat individuals as unique and understand emotional states.
 - Humanistic: Be authentic and believe in people's desire to grow and develop.

Chapter 2

- Differences between Groups and Teams:

Groups and teams have different characteristics and reasons for existing.
- Importance of Teams:

Teams play a crucial role in organizational life, particularly for accomplishing large or complex tasks.
- Significance of Teamwork for Management Teams:

Teamwork is vital for management teams, especially when addressing risky issues that require sharing views and alignment.
- Types of Organizational Teams:

There are various types of organizational teams, each with distinct benefits and drawbacks.
- Enhancing Team Effectiveness:
 - Team mission, planning, and goal setting
 - Team roles
 - Team operating processes
 - Team interpersonal relationships
 - Inter-team relations
- Team Development Over Time:

Teams evolve over time, and Tuckman's forming, storming, norming, and performing model is useful for understanding this process.
- Leadership Challenges in Team Development:

The team development process presents different leadership challenges at each stage.

- Potential Pitfalls According to Bion:
Bion's work highlights four potential pitfalls that teams may face and need to work through: dependency, fight or flight, pairing, and cosiness.
- Team Composition Importance:
The composition of a team is critical for its success, with Belbin suggesting that well-rounded teams are most effective.
- Utilizing Myers-Briggs and Belbin's Team Types:
The Myers-Briggs profile helps understand team members' preferences for initiating or adapting to change. Belbin's team types offer a way to analyze a team's fitness for purpose.
- Leadership Awareness and Management During Change:
Leaders need to be aware of the types of teams during a change process and manage them effectively.
- Key Questions for Change Management:
A checklist of key questions is provided for effective change management related to teams, covering aspects like team types, support needs, resource utilization, and organizational processes.

Chapter 3

- Understanding Assumptions:
It is valuable to understand and challenge one's assumptions about managing change. Comparing personal assumptions with those of others can enhance understanding and reduce frustration.
- Organizational Metaphors by Gareth Morgan:
Gareth Morgan's organizational metaphors offer a framework for examining assumptions about how organizations function. The four most common metaphors are the machine, political, organism, and flux and transformation metaphors.
 - Machine Metaphor: The machine metaphor deeply influences ideas about organizational functioning and is prevalent in approaches like project management and planning.
 - Organism Metaphor: Models of organizations as open, interconnected subsystems fall under the organism metaphor. This metaphor, prevalent in human resource thinking, views change as adapting to environmental shifts, focusing on reducing resistance and increasing forces for change.
 - Political Metaphor: The political map of organizational life is recognized as highly significant in understanding change dynamics.
 - Flux and Transformation Metaphor: The flux and transformation metaphor capture the true complexity of change but does not provide neat formulas or concise approaches. Using this lens acknowledges the uncertainty in organizational life, offering both relief and frustration.
- Approaches to Managing Change:
Various approaches to managing and understanding change exist, each convincing up to a point. Effective managers and consultants need to flexibly select appropriate models and approaches for specific situations.
- Flexibility in Model Selection:
Being an effective manager or consultant requires the ability to flexibly choose suitable models and approaches based on the unique characteristics of each situation.

Chapter 4

- Leadership Metaphors:
Different metaphors of change lead to varying assumptions about effective leadership. Combining multiple metaphors is seen as more effective, avoiding narrow thinking.
- Hero-Leader Notion:
The hero-leader, leading with determination and vision, is a popular notion. Visionary leadership, distinguished from management, is emphasized by Bennis and Kotter. Transformational leadership, emphasizing charisma and inspiration, contributes to team success. Gardner's research indicates influential leaders embody stories and connect well with audiences. Heifetz and Laurie advocate adaptive leadership, challenging comfort zones, while Lipman-Blumen stresses connectivity.
- Changing Landscape of Organizations:
21st-century organizations and their rapid pace of change require leaders to adapt. The focus may shift from vision to connectivity in leadership priorities.
- Leadership Roles in Change:
Senge advocates dispersed leadership, identifying three key roles for natural change. O'Neill outlines four key leadership roles in any change process.
- Inner and Outer Leadership:
Inner leadership involves what goes on inside the leader, while outer leadership is about actions. Both inner and outer leadership are crucial for achieving organizational change.
- Leadership Styles and Competencies:
Goleman defines six leadership styles, emphasizing the importance of selecting the right style for each situation. Emotional intelligence competencies, encompassing both inner and outer aspects, are crucial for leadership success.
- Leadership Throughout Change Process:
Kotter emphasizes the early hard work in the change process. Moss Kanter notes that perseverance is key, especially during the challenging middle phase. Bridges identifies specific leadership tasks during the stages of endings, the neutral zone, and beginnings.
- Value of Inner Life in Leadership:
Bennis and Covey emphasize the importance of the inner life of leaders. Bennis stresses self-knowledge, while Covey provides principles and guidelines for developing positive thinking patterns.

Chapter 5

The chapter concludes by acknowledging that restructuring is a constant in today's organizations and can be challenging for both those who initiate it and those who undergo it. The key takeaways, presented in the following table, focus on both the task and people perspectives to enhance the likelihood of a smoother restructuring process. While turbulence during restructuring is inevitable, the chapter emphasizes that effective leadership is demonstrated by how well one manages and navigates through the challenges presented by the process.

Table 5.4 Addressing team change during restructuring

	Forming Task (orientation)	People (dependency)	Storming Task (organization)	People (conflict)
Team purpose	Establish purpose of change and team objectives in relation to change.	Ensure understanding and commitment from team around change purpose on an intellectual and emotional level.	Ensure clarity around purpose of change and team objectives in relation to change.	Check out individual purpose engagement to (enrolment, enlistment, compliance, resistance). Discuss differences.
Team roles	Establish roles and responsibilities of whole team and individual members.	Ensure individuals understand their roles and those of others. Establish whether there are any overlaps or grey areas.	Ensure clarity of roles and responsibilities of whole team and individual members.	Establish degree of comfort with individual roles and establish levels of support and challenge required. Highlight areas of team tension.
Team processes	Highlight the need for team processes.	Establish groundrules for team working.	Establish processes for decision making, problem solving, conflict resolution if not already in place.	Check out levels of trust and agreement. Surface areas of team tension.

Table 5.4 Continued

	Norming Task (open data flow)	People (cohesion)	Performing Task (problem solving)	People (interdependence)
Team purpose	Review progress on team purpose and objectives; adjust as necessary.	Review progress, recognize achievement.	Review progress on team purpose and objectives; adjust as necessary.	Review team performance against purpose, recommit as necessary.
Team roles	Review roles and responsibilities; adjust as necessary.	Review progress, recognize achievements and development areas.	Review roles and responsibilities; adjust as necessary. Develop strategies for improving performance.	Review individual role performance and structure, recognize achievement and provide development.
Team processes	Review team processes; adjust as necessary.	Review team processes; adjust as necessary.	Review team processes; adjust as necessary. Develop strategies for improving performance.	Review level of team efficiency; adjust as necessary. Develop strategies for improving performance.

Chapter 6

The summary and conclusion emphasize five main reasons for undertaking mergers or acquisitions: growth, synergy, diversification, integration, and deal-doing. Recent research highlights five golden rules for successful mergers and acquisitions, including constant communication, proper organizational structure, addressing cultural issues, retaining customers, and following a clear overall process. Managing individuals through the Kubler-Ross curve, addressing team dynamics with insights from Bridges and Tuckman, and guiding managers through the integration process are crucial elements. Roffey Park's advice for managers involves active involvement, staying informed, building relationships, managing emotions, actively steering one's career, and maintaining a positive outlook. Additionally, managing difficult appointment and exit decisions requires fairness, adherence to procedures,

decisiveness, and respect for people's dignity. Kotter's model is recommended for planning the merger and acquisition process due to its flexibility in accommodating various change process assumptions.

Chapter 8

The summary and conclusion highlight the challenges of aligning organizational strategy with IT strategy and the potential risks of their decoupling. The strategic grid (factory, strategic, support, turnaround) is suggested as a tool to assess the required linkage between these strategies and the senior management attention IT deserves. Lack of communication and understanding between business and IT managers can lead to drifting IT systems and hinder information sharing, emphasizing the need for guiding principles in decision-making.

IT management is emphasized as needing greater attention, with a call to include IT managers in core decision-making processes. The traditional role of IT as mere implementers is challenged, urging IT professionals to acquire change management skills. Human-oriented processes for IT implementation and incremental, socio-technical design are advocated for better success compared to radical process changes like business process re-engineering (BPR).

The importance of addressing IT-induced changes as cultural changes is stressed, cautioning against the belief that technology alone can alter behaviour. The power of IT is seen as sometimes overvalued by chief executives, suggesting a need for a different approach to IT investment and management, encouraging experimentation before making substantial investments.

Chapter 9

The summary and conclusion emphasize the growing application of complexity science to organizational problems, with a focus on understanding complex adaptive systems—large systems that are self-organizing and lack an external blueprint. The shift from a rational worldview to an emerging one is noted, aligning with the recognition of the world as complex and emergent.

Key elements of complexity science relevant to organizational work include self-organization, emergence, rules of interaction, attractors, power relations, forms of communication, polarities, and the management of paradox. Contrasting with systems thinking, complexity science brings different assumptions about how change operates. Tools like storytelling, dialogue, whole systems work, open space technology, future search, and World Café are identified as supporting complex change.

Leadership in complex change is described as a facilitator of emergent change, involving leading through vision, values, and ethics. The role also entails creating generative and reflective dialogue and being present to the current context ("here and now").

Chapter 10

The summary and conclusion highlight the challenges of managing change, with a significant percentage of change efforts reportedly falling short of their original goals. Success in change management is associated with effective planning, robust systems, clear vision, and essential elements such as energy, passion, and continuous communication.

Entering change consciously, whether planned or emergent, is advocated for understanding the nature and context of the change, identifying key dimensions, and developing relevant strategies and styles. Flexibility in leadership is emphasized, and the importance of various leadership roles is outlined:

- The Edgy Catalyst

- The Visionary Motivator
- The Measured Connector
- The Tenacious Implementer
- The Thoughtful Architect

Evaluating change progress is noted to yield different results when focusing on measures compared to feedback. The influence of operating within one of four metaphors is highlighted, affecting one's approach, leadership style, evaluation perspective, learning outcomes, and the actions taken if the change appears to be problematic.

WEEK 5

Assigned Reading: Exploring the role of project sponsor.

Brief

A sponsor is a person or group who provides resources and support for the project and is accountable for enabling success. The sponsor may be external or internal to the project manager's organization. Contrary to common perceptions of sponsors as disconnected stakeholders, the article highlights that a Project Sponsor can significantly impact the project's outcome and be the difference between success and failure. The absence of executive sponsorship and management is identified as a fundamental reason for project failure. The Project Sponsor is responsible for owning the business case, leading the project through initiating processes, and playing a significant role in developing the initial scope and charter. The article stresses the importance of establishing a close relationship between the Sponsor and the Project, Program, and Portfolio. This relationship is crucial to ensure the viability of the business case and the successful delivery of the project's goals and benefits.

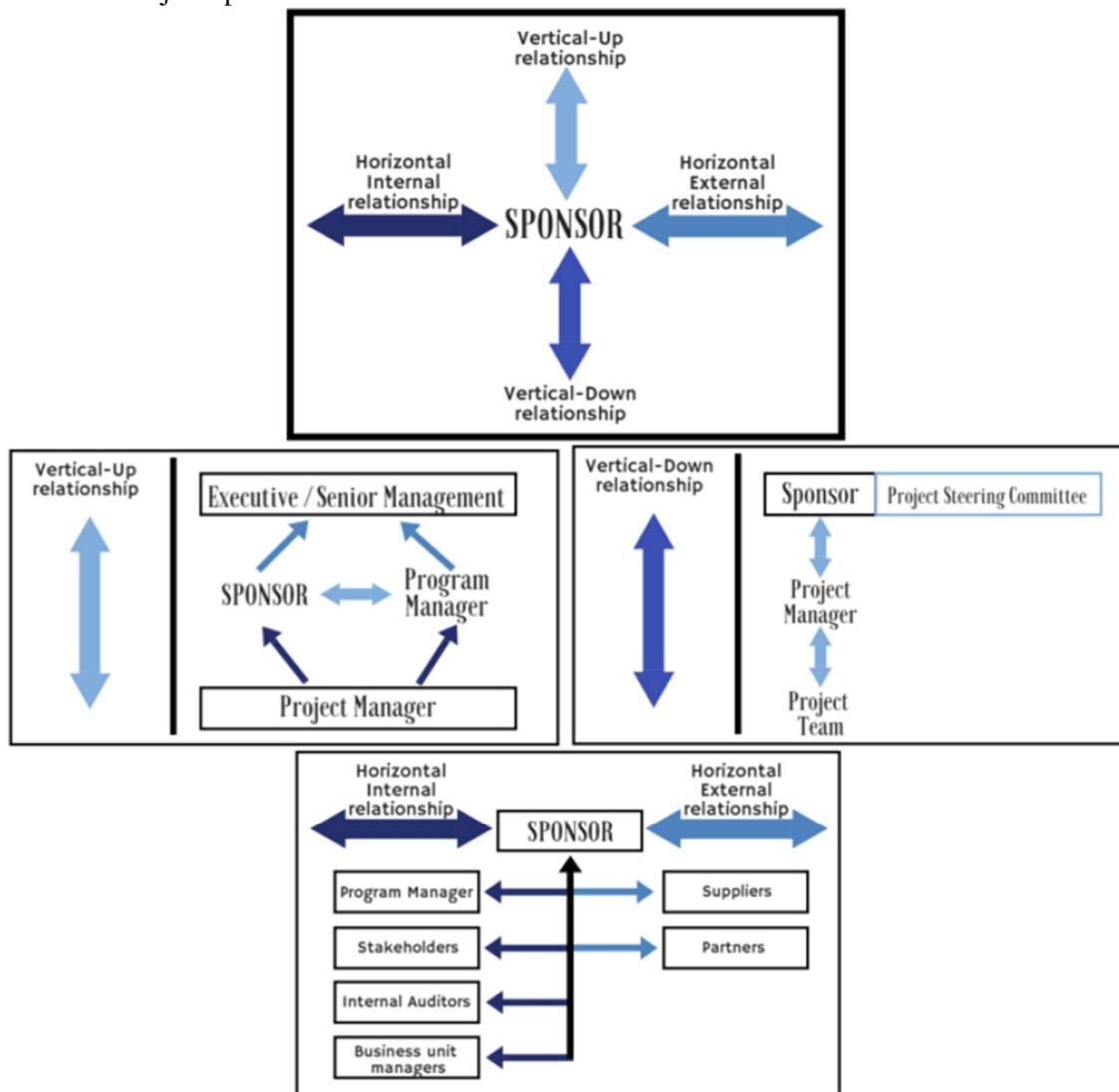
Learnings

Responsibilities of a Project Sponsor

- Champion the project.
- Lead the project through the engagement or selection process until formally authorized.
- Provide a significant role in the development of the initial scope and charter.
- Serve as an escalation path.
- Authorize changes in scope.
- Provide go/no-go decisions.
- Vision
 - Ensure the validity of the business case and the viability of the business proposition.
 - Ensure ongoing alignment with business objectives.
 - Informally interact with the project team and other key stakeholders to stay informed of trends and events within the project (and ensure the project remains viable)
 - Define project success criteria that align with the business objectives.
- Governance
 - Prioritize the initiative and ensure it is launched and initiated properly.
 - Serve as a voice for the project and ensure appropriate organizational priority is given to it throughout.
 - Assemble and provide on-going support for the project organization.
 - Identify roles and reporting structure.
 - Serve as an escalation point for issues and other matters and obstacles that are beyond the control of the project manager.

- Provide financial resources for the project and approval on go/no-go decisions regarding progress and phases.
- Value and Benefits
 - Ensure risks and changes are managed properly and sufficiently and make associated decisions.
 - Ensure control mechanisms and reviews are in place.
 - Ensure the project delivers the intended value.
 - Evaluate progress and status.
 - Approve deliverables.
 - Make go/no-go decisions.
 - Be responsible for the overall quality, value, and benefits of the project, from process to the product.

Role of a Project sponsor:



Assigned Reading: Governance and support in the sponsoring of projects and programs.

Brief

This article explores the critical role of project and program sponsorship in the context of corporate governance. The importance of top management support in project success is emphasized, considering contextual factors that influence project outcomes. The research methodology involves a qualitative approach, incorporating views and experiences of sponsors, project managers, and stakeholders from diverse geographic regions.

The study encompasses over 108 interviews related to 36 projects/programs across nine organizations globally. The data is analyzed through coding and thematic identification, leading to the development of a conceptual model. This model aims to reconcile the dual perspectives of governing the project from the organization's viewpoint (governance) and providing top management support from the project's viewpoint (support).

The conceptual model suggests that sponsors may need to emphasize governance, support, or both depending on circumstances. The article identifies effective behaviors and opportunities for connection with general management literature, enhancing the understanding of the sponsorship role. The model offers guidance for organizations and sponsors in defining the effective contextual conduct of sponsorship, bridging the gap between corporate and project governance.

Learning

- Recognition of Sponsor Role Importance:
The literature and interviews acknowledge the significance of the project/program sponsor role. There is a consensus on the importance of the sponsor role in project and program management.
- Sponsorship as a Leadership Practice:
Project/program sponsorship is viewed as a practice specific to project/program management but is also an example of leadership. Despite being a leadership role, literature on project/program sponsorship often lacks references to the broader leadership literature.
- Integration with General Management Literature:
There is a call for better integration of project/program management literature with the vast material in general management. While project/program management aims for recognition, it should enhance its understanding of general management, including specific managerial roles.
- Shift in Focus and Increased Emphasis:
Recent interest in the sponsor role is associated with a shift from an individual project focus to an organizational level focus. Increased emphasis on corporate and project governance has contributed to the heightened interest in the sponsor role.
- Examination of Taken-for-Granted Notions:
The sponsor role, which was previously taken for granted in project management literature, has gained increased attention. Closer examination reveals the complexity and variability of the role, prompting the need for a synthesis that captures its richness.

Assigned Reading: Prince 2 and governance.

Brief

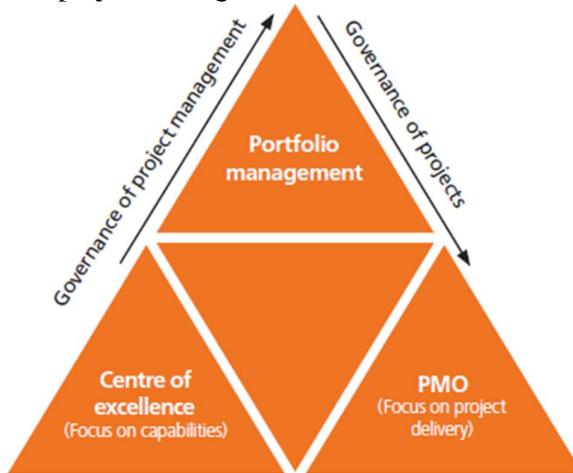
The term "governance" is commonly used in business, but its precise definition can be challenging. The Organisation for Economic Co-operation and Development (OECD) defines corporate governance as a set of relationships between a company's management, board,

shareholders, and stakeholders. It establishes the structure for setting objectives, determining means of attainment, and monitoring performance. Collectively, governance involves:

- Engaging with stakeholders to define organizational purpose and objectives (alignment).
- Defining effective decision-making locations (golden thread of delegation).
- Determining critical decision points (decision gates).
- Ensuring transparency in decisions, actions, and reporting outcomes (reporting).
- Corroborating through independent review (independent review).

Learning

It is important to note that there is a difference between governance of individual projects and governance of project management.



Best Management Practice (BMP) provides a suite of best practice guidance for projects, programmes and portfolio management that can assist with project governance:

- Portfolio, Programme, and Project Management Maturity Model (P3M3)
P3M3 is a model that assesses and benchmarks an organization's maturity in portfolio, programme, and project management. It helps organizations understand their current capabilities, identify areas for improvement, and enhance their project management maturity.
- Portfolio, Programme, and Project Offices (P3O)
P3O is a guidance framework that provides a set of principles and processes for implementing and managing portfolio, programme, and project offices. It helps organizations establish governance structures to support effective decision-making and successful delivery of portfolios, programmes, and projects.
- OFC Gateway Review
OFC (Office of Government Commerce) Gateway Review is a structured review process used by the UK government for projects and programmes at key decision points. It aims to provide independent assessments to ensure that projects are on track, and it offers recommendations for improvements.
- PRINCE2
PRINCE2 (Projects IN Controlled Environments) is a widely used project management framework that provides a structured approach for effective project management. It offers a flexible method that can be tailored to various types and sizes of projects, promoting best practices throughout the project lifecycle.
- Management of Risk (M_o_R)
M_o_R is a framework for risk management, providing principles, approaches, and processes to identify, assess, and control risks. It helps organizations make

informed decisions about risk by integrating risk management into their decision-making processes.

- **Managing of Successful Programmes (MSP)**

MSP is a framework for managing and delivering transformational change through a set of principles and processes for programme management. It provides guidance on program management best practices, ensuring that organizations achieve their strategic objectives through effective programme management.

- **Management of Portfolios (MoP)**

MoP is a framework that helps organizations manage their investment in change initiatives by optimizing the balance between risk, cost, and benefit. It provides guidance on portfolio management practices to ensure that organizations invest in the right projects and programmes.

- **Management of Value (MoV)**

MoV is a framework for optimizing the use of resources and maximizing value from investments in projects, programmes, and portfolios. It guides organizations in making informed decisions about value, balancing financial and non-financial aspects to achieve the best outcomes.

PRINCE2 (Projects IN Controlled Environments) is a project management framework that, when implemented effectively, contributes to good governance in projects. Here's how PRINCE2 relates to good governance:

- **Clear Roles and Responsibilities:**

PRINCE2 defines clear roles and responsibilities for project team members, including the Project Board, Project Manager, and various project roles. Good governance involves establishing clear roles and responsibilities to ensure accountability. PRINCE2's structure supports this by assigning specific responsibilities to individuals.

- **Decision-Making Structure:**

PRINCE2 outlines a well-defined decision-making structure through the Project Board, which includes senior management representatives. Good governance requires effective decision-making structures. PRINCE2's Project Board ensures that key decisions are made by those with the authority and responsibility for the project.

- **Focus on Business Justification:**

PRINCE2 places a strong emphasis on business justification throughout the project lifecycle, ensuring that the project aligns with organizational objectives. Good governance involves aligning projects with strategic goals. PRINCE2's focus on business justification supports this by requiring projects to demonstrate value to the organization.

- **Risk Management:**

PRINCE2 incorporates risk management practices, including the identification, assessment, and control of risks throughout the project. Good governance requires effective risk management to protect organizational interests. PRINCE2's risk management processes contribute to this aspect of governance.

- **Quality Management:**

PRINCE2 includes quality management processes to ensure that products meet defined standards and expectations. Good governance necessitates attention to quality. PRINCE2's focus on quality management supports the governance goal of delivering projects that meet or exceed expectations.

- Change Control:

PRINCE2 provides change control mechanisms to assess and manage changes to the project, ensuring that changes are justified and do not adversely impact the project. Good governance requires effective change control to maintain project integrity. PRINCE2's change control processes contribute to this governance objective.

- Regular Reporting:

PRINCE2 includes regular reporting to stakeholders through its stages and management levels, providing transparency on project progress. Good governance involves transparent reporting to stakeholders. PRINCE2's reporting mechanisms support governance by keeping stakeholders informed.

Assigned Reading: A project manager's guide to executive sponsor role.

Brief

The article highlights the crucial role of executive sponsors in project management and emphasizes the impact of inadequate sponsor support on project success. Gartner analyst Michael Hanford suggests that addressing issues with executive sponsors is essential for project managers to avoid additional effort, rework, and increased risks due to delayed and ineffective decisions. The PMI's 2018 Pulse of the Profession report indicates that insufficient sponsor support is a primary cause of project failure for a significant percentage of organizations, particularly those with low project management maturity.

Recognizing the challenges associated with managing different personality types among project sponsors, the article aims to provide project managers with insights and tips for navigating partnerships successfully. The focus is on improving communication and engagement with executive sponsors to enhance project outcomes and mitigate the risks associated with inadequate support.

Learning

- Executive sponsor role

An executive sponsor is a high-ranking individual within an organization who assumes responsibility for overseeing and supporting a specific project or initiative. The executive sponsor plays a crucial role in project success by providing strategic direction, securing necessary resources, and championing the project within the organization.

- Executive sponsor responsibilities

- Strategic Alignment: Ensuring that the project aligns with the organization's overall goals and objectives.
- Resource Allocation: Securing the necessary financial, human, and technological resources for the project's success.
- Decision-Making: Making critical decisions related to the project and providing timely approvals.
- Advocacy: Promoting the project among other senior leaders, stakeholders, and within the broader organization.
- Risk Management: Identifying and addressing potential risks that may impact the project's success.
- Stakeholder Engagement: Building and maintaining positive relationships with key stakeholders.
- Problem Resolution: Addressing challenges and obstacles that may arise during the project's lifecycle.
- Monitoring Progress: Keeping track of project milestones, timelines, and overall progress.

- Types of sponsors
 - Engaged and Motivated:
 - Characteristics: Actively involved, enthusiastic, and supportive.
 - Impact: Positive influence on the project team, provides timely decisions and resources.
 - Management Approach: Regular communication, collaboration, and acknowledgment of their contributions.
 - Moderately Engaged but Wants Headlines:
 - Characteristics: Shows interest but seeks visibility or recognition.
 - Impact: May prioritize personal recognition over project success, may need consistent updates.
 - Management Approach: Regular updates on project milestones, highlighting achievements to meet their visibility needs.
 - Controlling and Overbearing:
 - Characteristics: Strong desire for control, closely monitors project details.
 - Impact: May impede progress by micromanaging, potentially causing delays.
 - Management Approach: Clear communication about project processes and progress, setting expectations on roles and responsibilities.
 - Disengaged and Uninterested:
 - Characteristics: Shows little interest, minimal involvement.
 - Impact: Lack of support can lead to project delays or failure.
 - Management Approach: Attempt to re-engage by showcasing the project's importance, seeking feedback on how to increase their interest.
- Tips to gain and keep executive sponsor support.
 - Set expectations.
 - Establish a communication plan.
 - Address problem areas.
 - Conduct periodic health checks.

Assigned Reading: Senior management's role in the successful outcome of project.

Brief

This paper focuses on the critical and often overlooked role of senior management in sponsoring projects and promoting a culture of project management excellence within organizations. It emphasizes that, just as project managers may not automatically understand all aspects of project management, senior managers need guidance on effective project sponsorship. The success of projects is vital for organizational performance and profitability, requiring senior management to integrate project management skills and foster a conducive project management culture.

The paper outlines specific activities senior managers should undertake as project sponsors, highlights key considerations for projects they sponsor, and provides essential questions to ask project managers and teams throughout the project lifecycle. The goal is to facilitate a culture shift within organizations, particularly in areas such as project prioritization, risk management, communication, and stakeholder involvement.

Recognizing that successful culture shifts are driven from the top, the paper underscores the importance of senior management acting as sponsors for corporate projects. It aims to bridge the gap between project managers and sponsors, ensuring a shared understanding of

project management language. While not solely focused on portfolio management, the paper contributes to enhancing working relations between project managers and sponsors.

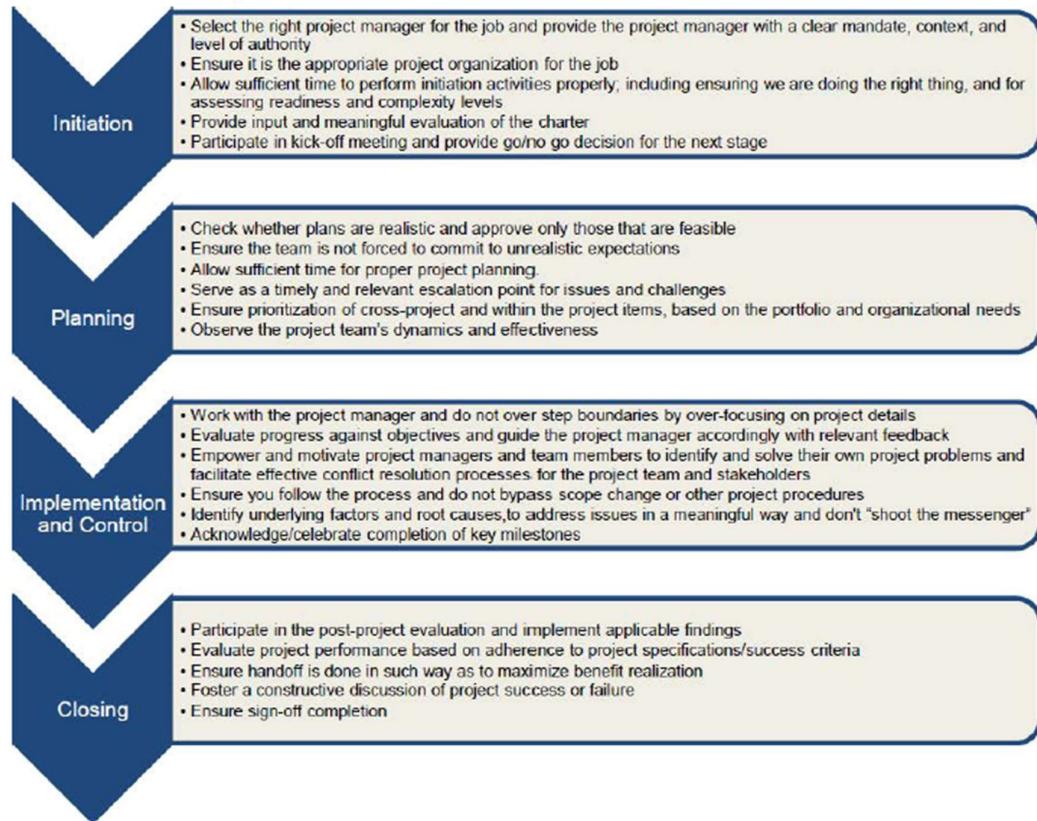
A testimonial from a senior manager underscores the paper's value, indicating an increased awareness of the sponsor's role and its impact on project success. The intended audience includes project managers seeking to effectively communicate with their sponsors and senior managers serving as project sponsors.

Learning

- Role of Project sponsor in Project success
 - Provides business context, expertise, and guidance to the project manager and the team.
 - Champions the project, including “selling” and marketing it throughout the organization to ensure capacity, funding, and priority for the project.
 - Acts as an escalation point for decisions and issues that are beyond the authority of the project manager.
 - Acts as an additional line of communication and observation with team members, customers, and other stakeholders; and
 - Acts as the link between the project, the business community, and strategic level decision-making groups.
- Responsibilities of Project Sponsor
 - Vision
 - Ensure the validity of the business case and the viability of the business proposition,
 - Ensure ongoing alignment to business objectives,
 - Informally interact with the project team and other key stakeholders to stay informed of trends and events within the project (and ensure the project remains viable), and
 - Define project success criteria that align with the business objectives.
 - Governance
 - Prioritize the initiative and ensure it is launched and initiated properly.
 - Serve as a voice for the project and ensure appropriate organizational priority is given to it throughout,
 - Assemble and provide on-going support for the project organization,
 - Identify roles and reporting structure,
 - Serve as an escalation point for issues and other matters and obstacles that are beyond the control of the project manager, and
 - Provide financial resources for the project and approval on go/no go decisions regarding progress and phases.
 - Value and Benefits
 - Ensure risks and changes are managed properly and sufficiently and make associated decisions.
 - Ensure control mechanisms and reviews are in place.
 - Ensure the project delivers the intended value.
 - Evaluate progress and status.
 - Approve deliverables.
 - Make go/no go decisions; and
 - Be responsible for the overall quality, value, and benefits for the project, from process to the product.
 - The sponsor is also responsible for recognizing, addressing (proactively or reactively), and initiating appropriate action if and when business conditions

and circumstances significantly change throughout the lifecycle of the project, so the project can remain viable, and the project manager can continue to carry out the job of leading the project.

- To Do list for the sponsor



WEEK 6

Assigned Reading: 2005 the paradox of project control.

Brief

This paper explores the decision-making process in complex organizations, focusing on the dynamic 'zone' between senior management's strategic vision and project teams' implementation efforts. Utilizing a case study, the authors illustrate activities in this zone, drawing insights from project management and general management literature. The 'zone' is metaphorically depicted as a complex organism requiring agility and a deep understanding of both the project and organizational context. The paper suggests that traditional command-and-control management styles are counterproductive in today's organizations. Implications highlight the importance of political astuteness for project managers, recognizing diverse stakeholder needs, and advocating for a flexible decision-making style to navigate the inherent uncertainty and complexity in projects and organizations. The findings underscore the need for a new approach to management styles and decision-making in contemporary organizational environments.

Learning

- Effective leadership in such complex environments requires a more adaptive and orienteering approach rather than rigid control.
- The importance of understanding and navigating this complexity is underscored, emphasizing the need for political astuteness, flexibility, and a nuanced approach to stakeholder management.

- The multifaceted role of project managers, including dimensions of looking forwards, backwards, inwards, outwards, upwards, and downwards, is outlined to underscore the diverse skills and knowledge necessary for success in large, complex organizations.

It emphasizes the need for a paradigm shift in management thinking to effectively navigate the dynamic and unpredictable environment of modern matrix organizations. It stresses the unpredictability of attempting to regain 'control' over projects and highlights the importance of vigilance and flexibility for project managers to succeed. Managing relationships and engaging stakeholders are identified as crucial keys to success in this dynamic context.

The paper advocates for project managers to develop political skills, emphasizing the significance of understanding stakeholder dynamics and the forces at play in the 'zone.' It challenges the conventional command and control ethos in project management literature, which often links success solely to budget, schedule, and quality management.

The implications drawn from a case study suggest that while the competence of project managers and teams in inward and downward focus areas is known and understood, managing upward and outward aspects, such as communications and stakeholder management, remains unpredictable. Control systems and performance measures aligned with strategic objectives are acknowledged but can produce unexpected outcomes.

Ultimately, the paradigm shift required involves accepting the inherent unpredictability of managing projects across the 'zone.' Success demands a combination of vigilance and flexibility, enabling managers to identify and capitalize on unexpected gains while addressing unforeseen challenges. The conclusion underscores the importance of communication networks and flexible relationship management in resolving problems and achieving success in the ever-changing environment of the 'zone.'

Assigned Reading: 2006 project controls.

Brief

The article discusses the challenges project managers face in updating and maintaining dynamic project budgets and schedules. Acknowledging the time-intensive nature of these tasks, it explores the dilemma of balancing the necessity of project controls with the limited time available. The abstract suggests the need for alternatives and practical tips to help project managers strike the right balance in tracking project status without being overly burdened by the process. It promises to examine project control functions from the reporting process backward, offering alternative approaches to determine the appropriate level of detail, effort, and attention for effective project tracking.

The conclusion of the article emphasizes the dual nature of project management as both an art and a science. The goal is to simplify the role of the project manager by distinguishing the scientific aspects of project management and training others to handle those tasks. This allows the project manager to focus on the artistic aspects of project management. While the feedback and results from project control efforts ultimately rest with the project manager, they are not alone in this endeavour. Support can be sought from resources such as project planners/controllers or a Project Management Office (PMO), even if these resources are not full-time employees.

The support provided by these roles focuses on the scientific aspects of project management and project control. This support enables the project manager to effectively

communicate with project stakeholders, where the intersection of science and art occurs. The ultimate objective is to make informed project and business decisions, with the scientific elements supporting the artistic aspects of project management. The collaboration within the project organization aims to best meet the objectives of the project and fulfill the reporting needs of stakeholders.

Assigned Reading: 2008 Control or results.

Brief

The abstract discusses the inherent choices and challenges in project management, specifically the trade-off between control and results. It highlights the paradox that arises when the pursuit of control conflicts with the achievement of desired project outcomes. The paper, divided into two parts, explores the nature of paradoxes and provides recommendations for navigating them to enhance project results.

Drawing on the author's collaboration with Dr. Robert J. Graham, the abstract introduces the question: "Do you want control or results?" It notes the common response of desiring but observes that, in practice, control often takes precedence. The quest for control is recognized as flawed, leading to the paradoxical realization that relinquishing some control is necessary to attain successful project outcomes and achieve business objectives.

The abstract emphasizes that while monitoring and controlling are essential in project execution, an overemphasis on controls, especially in the absence of desired results, can be counterproductive. It contends that a command-and-control model, deeply embedded in traditional thinking, may not serve modern organizations well. The choice between control and results is framed as a fundamental decision in project work, where onerous controls can impede creative work and demotivate individuals, ultimately hindering the achievement of intended results.

The objectives of the paper include identifying the nature of paradoxes in project management, shifting thinking processes to prioritize what is crucial for business success, and applying a set of ideas and leading practices to enhance productivity in project-based work. The overarching goal is to prompt a change in mindset and provide practical insights to improve project outcomes and increase overall productivity.

Assigned Reading: 2012 How do you know the status of your projects.

Brief

This paper delves into the process by which a project manager transforms information acquired through monitoring and controlling activities into actionable knowledge during project execution. Specifically, it addresses the critical decision-making points: when to initiate corrective action and when to allow the project to proceed unchanged. Drawing from the Project Management Body of Knowledge (PMBOK® Guide) and incorporating key performance indicators and general system thinking concepts, the paper guides project managers in making informed decisions about introducing changes to a project.

The paper defines a project issue as a deviation from an expected result impacting a key performance indicator, categorizing variations into common cause and special cause variations. It advocates that corrective actions or project changes should only address special cause variations, and common cause variations may warrant allowing the project to continue unchanged. The application of Deming's red bead experiment and funnel experiment to project

management supports the argument for linking project change exclusively to special cause variation.

The conclusions underscore the unintended consequences of corrective actions and advocate for project managers to seriously consider allowing the project to continue without changes. The decision-making process for recommending change is highlighted as crucial, with the suggestion to use Deming's Plan-Do-Check-Act cycle as a tool to ensure the implementation of the right changes. The overall focus is on strategic decision-making and the thoughtful consideration of whether and what changes are necessary during project execution.

Assigned Reading: 2020 project controls a quick guide.

Project control refers to the processes and activities undertaken to monitor, evaluate, and regulate a project throughout its lifecycle to ensure that it meets its objectives. The primary goal of project control is to keep the project on track, within budget, on schedule, and in alignment with the predefined scope. It involves gathering and analysing data, making informed decisions, and taking corrective actions when necessary. In project management, project controls address Project strategy, Methodology, Schedule, Cost estimates, Risk management, Project documentation, General oversight, Quality, and Resources. Project control is of paramount importance in project management, serving as a critical function to ensure that projects are successfully planned, executed, and completed. Here are key reasons highlighting the importance of project control:

- Alignment with Objectives:

Project control ensures that the project remains aligned with the overall objectives and goals of the organization. It helps in verifying that the project's scope, schedule, and budget are in harmony with the strategic direction of the company.

- Risk Mitigation:

Effective project control includes robust risk management practices. By continuously monitoring and assessing potential risks, project control helps identify and mitigate issues before they escalate, reducing the likelihood of project failure.

- Resource Optimization:

Project control involves monitoring the utilization of resources, including human resources, budget, and materials. This optimization ensures that resources are allocated efficiently, reducing the risk of overruns or shortages.

- Budget Compliance:

Controlling project costs is a fundamental aspect of project control. By regularly tracking expenditures, identifying variances, and implementing corrective actions, project control helps to ensure that the project stays within the allocated budget.

- Schedule Adherence:

Project control is crucial for adhering to project schedules. Monitoring progress, identifying delays, and implementing corrective measures are integral to keeping the project on track and ensuring timely completion.

- Quality Assurance:

Maintaining and controlling project quality is vital to meeting stakeholder expectations. Project control includes implementing quality assurance measures, conducting inspections, and addressing deviations from quality standards.

- Decision Support:

Project control provides valuable data and insights that support informed decision-making. Project managers can make timely and effective decisions based on real-time information about project progress, risks, and performance metrics.

- Stakeholder Communication:
Regular reporting and communication are essential components of project control. Keeping stakeholders informed about project status, changes, and achievements fosters transparency, trust, and collaboration.
- Change Management:
Project control helps in managing changes to the project scope or requirements. By evaluating the impact of changes and ensuring proper approval processes, project control minimizes the risk of scope creep and associated challenges.
- Continuous Improvement:
Post-project evaluations and lessons learned are part of project control. This feedback loop allows organizations to identify areas for improvement, refine processes, and enhance project management practices for future initiatives.
- Client Satisfaction:
Meeting or exceeding client expectations is a key objective of project control. By delivering projects on time, within budget, and with the expected quality, project control contributes to overall client satisfaction and enhances the organization's reputation.

Implementing Project Controls:

- Project Planning:
Project controls are integral at the project's initiation, aiding in schedule creation, team assembly, task breakdown, stakeholder identification, and defining project objectives. They are particularly essential in estimating costs and durations, as accurate estimates are crucial for successful project management.
- Project Development:
During project development, cost estimates evolve into budgets, and time estimates become project schedules. Project controls play a significant role in monitoring and reporting on the project plan and schedule, helping identify deviations and potential risks. Effective project controls collaborate with risk management plans to recognize and address risks related to project cost and schedule.
- Project Implementation:
Execution demands a focused team to prevent schedule slippage and budget overruns. Project controls are crucial for accurate monitoring and tracking of progress, enabling the identification of problems and bottlenecks promptly. They assist in balancing resource allocation, addressing quality issues, and breaking down data on team hours and budget spent.
- Project Closure:
The article notes that project closure involves more than successful deliverables and satisfied stakeholders; it includes paperwork, team transitions, and a post-mortem analysis using project controls. Project controls gather information on performance, facilitating a comprehensive assessment of what worked and what didn't, allowing for insights to benefit future projects.

WEEK 7

Assigned Reading: Silence fails.

Brief

The article details a collaborative effort between VitalSmarts and The Concours Group, beginning in late 2005, to investigate issues below the formal systems in project management. The study, named "Silence Fails," engaged participants worldwide and comprised two phases: exploratory and observational.

- Exploratory Phase

In the exploratory phase, researchers conducted interviews with individuals in leadership positions and contributors involved in project management. Emerging themes and patterns from gathered statements were analysed to identify prevalent and costly issues. Results underwent validation through focus groups, and a preliminary survey confirmed the consistency of factor analysis with a survey-based approach.

- Observational Phase

The observational phase involved extensive efforts:

- Researchers spent over 150 hours observing project chartering, approval, and execution phases.
- Interviews, focus groups, and surveys were conducted with more than 1,000 senior executives, project sponsors, leaders, and participants.
- Over 1,000 executives and project management professionals from 40 companies across various industries participated.
- Analysis covered 2,200 projects, ranging from \$10,000 IT projects to billion-dollar organizational restructuring efforts.
- Participants varied in experience from veteran, certified project leaders to new managers with limited formal training.
- Participating organizations demonstrated diverse approaches, with some having sophisticated project governance, management processes, and policies, while others had less developed methodologies.

Learning

The Silence Fails study emphasizes the critical role of effective communication, particularly crucial conversations, in project success. While the findings identify significant challenges, the study underscores that leaders can influence success by addressing these issues. Key learnings and best practices from the study include:

- Importance of Crucial Conversations:

- Fewer than one in five project leaders effectively engage in crucial conversations.
- Successful leaders who speak up effectively positively impact project success.
- Others can be taught to speak up more skilfully and achieve similar results.

- Best Practices for Addressing Issues:

- Getting People to Speak Up Well:
 - Differentiate between speaking up and speaking up effectively.
 - Skilful initiators and receptive parties are crucial for successful conversations.

- Develop a Business Case for Change:
 - Make the problems visible by tracking and publishing data on project successes and failures.
 - Distribute Silence Fails to generate discussion and engage senior leaders in a listening campaign.

- Measure Behaviours:
 - Regularly measure current behaviour using tools like the Silence Fails Assessment.
 - Discuss assessment results with relevant teams to draw attention to crucial issues.
- Invest in Skills:
 - Leaders should train their teams to address politically sensitive issues through specific crucial conversations training.
 - Set improvement goals, follow up with training, and map outcomes to key performance indicators.
- Hold Senior Management Accountable:
 - Hold leaders accountable for improving survey measures within their areas of responsibility.
 - Leaders should act as teachers, delivering training to drive behavioral change more rapidly.
- Make Heroes of Early Adopters:
 - Publicly reward individuals who take risks and raise crucial conversations.
 - Highlight and praise those who surface sensitive project risks or challenge leaders skilfully.

Assigned Reading: A useful tool for caches and client groups.

Brief

The Benziger Thinking Styles Assessment, developed by Dr. Katherine Benziger, is a tool designed to identify an individual's preferred thinking style. The assessment is rooted in neuroscience and focuses on understanding how the brain naturally prefers to think and process information.

The Four Modes of Thinking	
Frontal Left	Frontal Right
Structural Analysis	Internal Imaging
Logical Reasoning	Imagination
Mathematical	Expressiveness
Basal Left	Basal Right
Order and Habit	Spiritual Experiences
Ordered Procedures	Rhythm and Feeling
Sequential Routines	Emotional Memories

The use of accurate type profiling can be a significant aid in aligning organizational resources, determining areas for development, choosing an appropriate coach, and also for being able to coach efficiently and effectively. The Benziger Thinking Styles Assessment

(BTSA) is an extremely useful and cost-effective tool for profiling all types of clients and coaches. Additional information on this instrument is available on Benziger's web site.

Learning

- Frontal Left: Processing facts, data, and structured information. Emphasis on analysis and accuracy.
- Frontal Right: Understanding and connecting with others on an emotional level. Emphasis on collaboration and relationship-building.
- Basal Left: Following a linear process, considering the order of events, and adhering to procedures.
- Basal Right: Visualizing possibilities, generating ideas, and thinking outside the box. Emphasis on innovation and exploring alternative perspectives.

Assigned Reading: How project leaders can overcome the crisis of silence

Brief

The article highlights the persistent challenge faced by corporate leaders in executing high-stakes cross-functional initiatives, citing a significant failure rate ranging from 66% to 91%. These failures, encompassing major projects like product releases and strategic IT initiatives, result in substantial financial losses, with examples such as over a quarter of the \$255 billion spent annually on IT projects in the U.S. being wasted in failures. The consequences extend beyond financial impacts, affecting careers as CEOs and CIOs face increased pressure for results, with a high turnover rate noted.

While efforts have been made to enhance formal systems related to project governance and management, the article argues that something crucial is still missing, leading to the failure of more than two-thirds of projects. The research presented indicates that the key to project success lies in a few high-stakes conversations that are often neglected. The article emphasizes that predicting and preventing project failures is possible by addressing five common yet overlooked problems through open and effective communication. The study suggests that breaking the silence on these issues can significantly enhance an organization's ability to execute high-stakes projects successfully.

Learning

- Crucial conversations to have:
 - Are we planning around facts?
 - Is the project sponsor providing support?
 - Are we faithful to the process?
 - Are we honestly assessing our progress and risks?
 - Are team members pulling their weight?
- Best practices to ensure effective communication:
 - Make the case.
 - Measure what matters.
 - Make it easy.
 - Make it safe.
 - Influence by teaching.
- 6 sources of influence:
 - Personal motivation
 - Personal ability
 - Social motivation
 - Social ability
 - Structural motivation
 - Structural ability

Assigned Reading: Why a diagram is worth 10000 words.

Brief

The article explores the distinction between diagrammatic and sentential paper-and-pencil representations of information. It introduces alternative models of information-processing systems that are either sentential (sequential like text propositions) or diagrammatic (indexed by location in a plane). Diagrammatic representations not only display explicit information but also reveal implicit information found in sentential representations, requiring computation to make it explicit. The study contrasts the computational efficiency of these representations in solving mathematical and physical problems.

When representations are informationally equivalent, their computational efficiency depends on the information-processing operators acting on them. Diagrammatic and sentential representations support operators with differences in recognizing patterns, making inferences, and controlling search. Diagrammatic representations, organizing information by location, often have explicit information at a single location, facilitating efficient problem-solving through smooth traversal of the diagram. This may reduce the need for extensive search or computation of implicit elements.

Assigned Reading: Personality type explained.

Brief

According to Carl G Jung's theory of psychological types, people can be characterized as extraverted or introverted, sensing or intuition, thinking or feeling, and judging or perceiving.

- The first criterion, Extraversion – Introversion, signifies the source and direction of a person's energy expression. An extravert's source and direction of energy expression is mainly in the external world, while an introvert has a source of energy mainly in their own internal world.
- The second criterion, Sensing – Intuition, represents the method by which someone perceives information. Sensing means that a person mainly believes information he or she receives directly from the external world. Intuition means that a person believes mainly information he or she receives from the internal or imaginative world.
- The third criterion, thinking – Feeling, represents how a person processes information. Thinking means that a person plans mainly through logic. Feeling means that, as a rule, he or she decides based on emotion, i.e., based on what they feel they should do.
- The fourth criterion, Judging – Perceiving, reflects how a person implements the information he or she has processed. Judging means that a person organizes all his life events and, as a rule, sticks to his plans. Perceiving means that he or she is inclined to improvise and explore alternative options.

WEEK 8

Assigned Reading: Project success measures.

This paper investigates the connection between project management practices and an organization's strategic objectives. While existing literature discusses methods for evaluating project success, there is a notable gap in directly linking projects to an organization's strategic goals. The study aims to assess the extent to which projects contribute to an organization's overall strategy. Despite recognizing what projects can achieve for an organization's strategy and having methods to measure project success, there is a lack of developed methodologies to gauge the impact of projects on the broader strategic framework. The examination of existing literature reveals that organizations identify the potential alignment of projects with their strategy but lack a comprehensive methodology to measure the direct impact of projects on the overall strategic objectives.

The success of an organization relies on effective planning, timely execution, and realistic performance measurement aligned with strategic intent. This success is attributed to the collaboration of key figures, including the CEO, board members, senior managers, project managers, and their teams. The ongoing research aims to scrutinize the role of these "delivery proponents" in either fostering or hindering success. The research methodology involves reviewing literature in behavioural sciences, economics, and philosophy to identify historical trends. Grounded theory developed through this approach will be tested against Australian case studies from both public and private sectors. The hypothesis under examination suggests that public sector organizations may outperform private sector counterparts in delivering their stated strategic intent using established project management methodologies.

Assigned Reading: 21st century project success measures.

The research aims to delve into how project management professionals define success factors by addressing specific questions. It investigates whether previously identified success measures align with current practitioner usage, explores the relative importance of these measures, and examines variations based on industry or project type. The identified success measures include meeting agreements, the firm's future, customer success, and project teams. The research distinguishes between tactical and strategic success measures and seeks to interpret their varying importance to practitioners at different project stages.

Assigned Reading: How do we measure project success.

The introduction highlights the increasing need in the construction industry to identify essential success criteria for effective resource allocation but notes the unclear definition of project success in project management literature. The ambiguity is attributed to the subjective nature of success and failure, dependent on individuals' perspectives. Additionally, there is uncertainty and disagreement about success criteria and whether they vary among different project types. The paper aims to address these issues by presenting a literature survey in Section II, outlining attributes used for comparison in Section III, conducting a comparison between surveyed approaches based on these attributes in Section IV, and providing a comparative analysis of the surveyed approaches in Section V. Finally, Section VI concludes the paper with key insights. As result of this analysing the most important criteria for measurement the successful of the project are four criteria listed in order of their significance as Time, Quality, Cost, and Scope.

Assigned Reading: Measuring project success.

Measuring success has been quite a challenge and this paper sets out a framework for achieving such an outcome while established the foundation for future tool development and

testing. A key measure for overall success is benefit realization. Benefits include both tangible and intangible criteria and hence resist conversion into monetary terms.

Assigned Reading: The 26 obstacles to building an effective benefits realization process.

Obstacles To an Effective Benefits Realization

Approach

Most of the major methodologies were not conceived or written with benefits realization as their central tenet or measure of success - they were principally focused on avoiding failure

Project managers have for years had 'you are not accountable for the benefits' drummed into them - many see benefits as solely the business' accountability

Software vendors, systems implementers and consultants are not focused on benefits realization - they just want to deliver 'the project' and take the cash and run

The high use of contractors on projects (especially as project managers) means that many on the project have no vested interest in the realization of the benefits as they're not even part of the firm

TOP'S Approach

TOP was conceived and developed from the ground up primarily focused on value delivery and the successful realization of the optimal results. Benefits and value delivery are embedded in every TOP process, tool and technique to maximize the value identified and delivered.

TOP embeds benefits delivery into project delivery so that they become one and the same process. Every aspect of the project is aligned to the delivery of the full business value - during the project, at the end of the project and after the project. Delivery of benefits during and on delivery of the project becomes part of the project manager's brief *in conjunction with the business*. However, TOP now equips the business to perform their benefits realization roles effectively in conjunction with the project team so as to increase the value realized.

TOP equips the business/organization to lead, direct and control the full delivery of the available business benefits – and, therefore, lead and direct the external resources to achieve what the business wants beyond just delivering the project.

TOP equips the business to take control, direct and manage the identification, protection, delivery and measurement of the benefits – to make this an inhouse capability that controls the performance of all external parties.

The institutionalization of 'experts' - project managers, change managers, business analysts, etc - has removed the project delivery personnel from the business outcomes of their actions; ie they don't have a vested interest in ensuring the benefits are realized as they don't live with the results

There is a very strong belief, especially among executives, that if you build the project the benefits will come - therefore, projects (and executives) don't need to focus on benefits realization

The accountants simplistically believe that all you have to do is grab the financial benefits from the business case and insert them in the relevant future budgets and the problem is solved. If it was truly this easy the problem would have been solved long ago

Where benefits management is being introduced into an organization it is seen as 'additional' work and, therefore, an overhead, etc. Projects are seen as hard and expensive enough without adding to them

There is a strong belief that benefits are a side-effect of projects; but the main focus is the existence and delivery of the project (a belief held by both business and project management)

The potential need to realize the benefits is seen by business management as an additional workload imposed on them

All projects should be led and directed by the business – and TOP equips the business with the knowledge and knowhow to perform this leadership role. All projects (should) start in the business and end with the delivery of the business results – it is therefore up to the business to ensure the project is set up and run to deliver these results, efficiently. TOP enables the business to do this effectively to as to ensure the results are what they want.

This belief is a fallacy. TOP's research has consistently shown that only between 20% and 30% of the available benefits are automatically delivered by the delivery of the project's outcomes. The other 70% to 80% of the benefits have to be identified, targeted, planned for and actively delivered. TOP ensures all of the benefits can be identified so that they can be planned for and delivered. NB Most projects currently miss, lose or destroy more value than they deliver - and this fallacious belief is a major reason why TOP avoids this loss.

This accountant/budget approach actually causes benefits to be minimized to just enough to get the project approved thereby minimizing future commitments. TOP shows how this approach is unrealistic and is actually anti-benefits realization, while providing a simpler, more reliable approach to benefits management and measurement.

TOP positions benefits management and the successful delivery of benefits as the very reason why projects exist and shows how, by embedding value delivery into project delivery processes, the overall business value of the project can increase exponentially but the time and cost to deliver can actually reduce. Effective benefits management creates less work, not more.

Difficulties encountered delivering projects and the rise of the project delivery 'experts' has caused the focus on benefits and value to be subsumed and assumed. Yet, as TOP demonstrates, it is many of the project delivery processes' gaps and deficiencies that cause many of the project delivery problems – gaps and deficiencies that TOP specifically addresses to improve both project and value delivery

Poorly planned change increases the change workload while reducing the benefits - a double whammy. By aligning the whole project to value delivery, TOP reduces the workload involved in benefits realization while making it clearer and easier to achieve - a double benefit.

Too often, there is little measurable correlation between the project and its deliverables and the expected resultant benefits - business management is extremely wary of taking on accountabilities to be delivered by 'hope'

CEOs, Boards and Investors have not demanded to see the actual and cumulative ROI on the capital investments of the firm - they hope/expect that they will be (eventually) reflected in the business results

The current insertion of promised benefits into future budgets approach means managers claim as few benefits as they can get away with (ie encourages benefits minimization); the project then subsequently stumbles into existence with some of the benefits being realized - possibly enough (we usually measure around 30-40%) to cover the business case promises – “*See, a process that works!! Why look for anything better?*”

So, what is holding us back?

The accountants aversion to anything not financially quantified has limited the number, range and value of benefits identified to financial only – so organizations are losing significant benefits at the outset

As benefits are mostly seen and used as an ‘offset’ to project costs - only financial benefits are sought (allowed?); missing all of the non-financial benefits and stopping any discovery of benefits as soon as an acceptable ROI/NPV or alike is found

The projects and their costs are devised first - then the (required) benefit value is identified. This is upside down thinking – first we need (all of) the benefits; then we can work out the cost of delivery

Many orthodox business cases contain lists of benefits, some financial benefits and then project workload estimates and costs. The connection between these elements is often unclear to non-existent. TOP aligns the benefits and value to each business outcome, and to the cost to deliver each outcome - allowing a direct line to be seen between the value to be delivered and the cost of delivery. This enables value optimization – achieving, say, 90% of the available value for only 60% of the original cost - an option unique to TOP.

The loop whereby the actual returns on investment are tracked and measured vis-à-vis the promised returns is rarely closed. Boards and management tend to rely on accounting measures (eg budget achievement) rather than actual benefits measurement. The accounting measures cannot be used as a proxy for benefits realization. TOP provides the tools and techniques to effectively and easily measure the actual benefits realized - and report back to the Board and executives.

TOP consistently doubles or more the identified value available from project investments. For the same time, effort and cost, the organization can double or more its resultant benefits. Therefore, accepting achievement of the minimized benefits as ‘success’ is not good enough – TOP equips management to achieve optimized benefits, often for the same or less cost. A win-win proposition.

“Tangible” means “measurable” not just “financially measurable.” If a benefit is measurable (eg reduction in complaints) it is tangible. By casting the net widely for benefits using the Benefits Funnel, TOP equips you to increase the number and value of the benefits identified - often more than doubling the value identified for the same project scope and cost.

TOP repositions the delivery of the business outcomes and benefits as the primary measures of success - with the costs being the cost of delivery of these outcomes and benefits and their value. This inverts the orthodox thinking to maximize the benefits and value (rather than minimizing them as current approaches tend to do).

TOP starts by identifying the desired business outcomes and their benefits – and only then focuses on the change activities required to deliver the outcomes and benefits and the associated workload and costs. Value first, cost to deliver second - this is core

Benefits are seen as a bonus, an extra, or an onus – when they are actually the *raison d'être* for the project

If corporate planning, budgeting and portfolio planning are actually integrated; the planned portfolio of projects will be directly and measurably contributing to specific strategies and financial outcomes. But (a) they are rarely integrated, and (b) the projects' planned impacts are often beyond the timeframe of the corporate plans - so projects are not seen as 'realizing the plans/strategies' but as extra work to achieving operational budgets and goals

Most business cases do not actually capture the true and full value of the project – there is no space for a full 'value proposition' containing the length, breadth and depth of value to be gain from a project – instead there is usually only a 'cost/benefit' section with the emphasis on 'cost'

Business cases are seen and used as a 'grab for cash' which, once the cash is secured, allows the business case to be 'shelved' (until, perhaps, a PIR is conducted)

Alternatively, business cases are seen as 'live' documents that can and should be continuously updated throughout the project to reflect the current situation. This makes the business case the reflection of the project rather than the control document that drives the project

Projects treat the business case as a necessary but peripheral document and not as central to their planning processes - ie they are not planning to realize the outcomes/benefits in the business case's Value Equation

The lack of defined 'desired business outcomes' - the measurable operational end states to be achieved that, in turn, enable, support or deliver the benefits - can prevent

TOP positions delivery of the Value Equation – the business outcomes, benefits and value – as central to the whole project and all surrounding activities – never as an afterthought.

TOP integrates strategic, corporate and project portfolio planning so that the contribution of each project to the strategy - both financially and in terms of strategic relevance - is both quantified and comparable to enable objective project prioritization and the optimizing of capital funds.

TOP's Business Case Template positions the Value Equation as the central component and requires each element to be clear, specific, measurable and trackable. This may sound obvious but is not the norm. Most business cases do not enable the full business value to be identified or captured, let alone tracked and measured. Our research found that the business case process was the single greatest destroyer of value largely due to these value capture deficiencies.

TOP positions the business case as the core control document of the projects – "This is the value this project is set up to deliver." TOP then relates all decisions, measures and activities back to the Value Equation in the business case - not to change the business case to reflect the project, but to change the project to reflect the business case promises.

TOP sees 'how' you deliver the project can change but 'what' you are delivering - the Value Equation - should not change and should, therefore, be treated as a control point. Therefore, TOP positions the business case as a reference point not an updatable variable so as to protect the value sought.

Often the connection between what the project is doing and the business outcomes, benefits and value expected (insofar as they have ever been identified) is tenuous. TOP directly connects all project activities to the business outcomes to be delivered to ensure every activity is contributing to the delivery of the business value.

The 'desired business outcomes' – clear, specific definitions of the desired business end states – are central to all TOP processes, tools and techniques. This enables the cost to deliver to be

the project clearly aligning its costs to each outcome/benefit; thereby reducing the opportunity to optimize the project costs by eliminating 'high cost/low value' outcomes/benefits	matched to the value available so that the delivery costs can be optimized to deliver 'the best bang for each buck'. Only through TOP's outcomes/benefits/ costs alignment can this optimization be made.
Risk, scope control and other 'standard' processes rarely focus on or formally assess their impacts on the planned business benefits and value	TOP incorporates the value dimension into risk assessments (eg benefits delivery risks), scope management (eg the value impact of proposed changes) and all other project delivery processes. Benefits and value delivery are the core focus of TOP processes, tools and techniques.
The primary measure of success remains 'on time/on budget' even within the business; although the business usually also emphasizes 'to specification' in the expectation/hope this will automatically deliver the benefits	The common lack of clarity and measurability of the business case 'outcomes' and benefits renders them unable to be used as the primary measures of success. TOP makes all aspects of the Value Equation - the business outcomes, benefits and value - clearly and easily trackable and measurable, and repositions on time/on budget as measures of value delivery not project delivery efficiency.
The focus on the realization of the financial benefits alone can mean that considerable effort (and cost) has to be incurred to set up measurement regimes for these benefits - reinforcing the perception that benefits management, however worthwhile, is an overhead.	TOP's Value Equation™ makes benefits and value measurement integral to project delivery and then the realization of the post-project benefits. Standard progress reporting can be used to track progress towards the delivery of the benefits and all variances to the expected outcomes, benefits and value can be analyzed to differentiate between, say, project delivery and business realization deficiencies, or changing external events. All aspects of the promised value can be measured and accounted for so as to maximize the value realized.

WEEK 9

Assigned Reading: 2008 TMS IJPM

The abstract suggests that the research findings emphasize the significance of top management support as the most crucial factor influencing project success. This support is not just one of many factors but stands out as the most important one. The justification for this conclusion is grounded in both project management literature and Information Systems (IS) factor research related to project success.

The implications of this research for practical applications are noteworthy. The conventional wisdom that places heavy emphasis on technical and project management advice may not have as much impact on project success as previously believed. Instead, the research points to the critical role played by top management support. It implies that boards and top managers need to acknowledge and personally recognize that their involvement and support significantly influence whether a project succeeds or fails.

In essence, the abstract highlights a paradigm shift in understanding project success factors, emphasizing the pivotal role of top management support over traditional technical and project management considerations. The practical implication is a call for heightened awareness and active involvement of top management in ensuring the success of projects within an organization.

Assigned Reading: 2010 Fundamentals of IT governance based on ISO38500.

Brief

The article introduces the critical role of an effective corporate governance system in instilling confidence in the proper functioning of a market economy. Governance, defined as a process led by a board of directors guiding an institution and protecting its assets, is crucial for ensuring strategic direction and oversight of management efforts. The increasing integration of Information Technology (IT) into business operations is emphasized, highlighting its indispensable nature in today's enterprises.

The article underscores that, unlike in the past, business executives can no longer delegate or ignore IT decisions, given its integral role in contemporary sectors and industries. A lack of board oversight for IT activities is compared to the risks associated with failing to audit financial books. The Bank for International Settlements (BIS) emphasizes the need for board members in financial institutions to address IT as a strategic agenda item.

Recognizing the critical dependency on information technology, the article advocates a specific focus on IT governance. This focus aims to ensure that investments in IT generate the expected business value and that associated risks are effectively mitigated. The primary objective of the article is outlined as introducing key elements of IT governance, industry frameworks, and guiding principles for directors based on ISO/IEC 38500:2008. The intention is to assist board members in fulfilling their obligations concerning the effective, efficient, and acceptable use of IT within their organizations.

Learning

IT governance refers to the framework and set of processes that ensure that an organization's IT (Information Technology) resources are utilized effectively to achieve its strategic objectives and create business value. It involves the development and implementation of policies, procedures, and structures to guide decision-making and ensure that IT activities align with the organization's goals. IT governance helps organizations manage and optimize their IT investments, mitigate risks, and ensure compliance with relevant regulations. There are already a lot of predefined IT governance frameworks such as:

- **COBIT**

COBIT, which stands for Control Objectives for Information and Related Technologies, is a widely recognized framework for IT governance and management. Developed by ISACA (Information Systems Audit and Control Association), COBIT provides a set of best practices, principles, and guidelines to help organizations ensure the effective and efficient use of information and technology resources.

- **ITIL**

ITIL, which stands for Information Technology Infrastructure Library, is a set of best practices and guidelines for IT service management (ITSM). ITIL provides a framework that organizations can use to structure their IT services and align them with the needs of the business. Originally developed by the UK government, ITIL has evolved into a globally recognized and widely adopted framework.

- **ISO/IEC 27001**

ISO/IEC 27001 is an international standard for information security management systems (ISMS). Published by the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC), this standard provides a systematic and risk-based approach to managing the security of sensitive information within an organization.

- Individual and groups within the organisation understand and accept their responsibilities in respect to the supply and demand of IT.
- The organisation's business strategy takes into consideration the current and future capabilities of IT.
- IT acquisitions are made for valid reasons, based on thorough analysis with clear and transparent decision-making.
- IT is fit for the purpose of supporting the organisation and in providing the services required to meet current and future business requirements.
- IT complies with all mandatory legislations and regulations.
- IT policies, practices, and decisions demonstrate respect for human behaviours.

Effective governance deploys 3 different types of mechanisms:

- Decision making structures:
Organizational units and roles responsible for making IT decisions, such as committees, executive teams, and business/IT relationship managers.
- Alignment processes:
Formal processes for ensuring that daily behaviours are consistent with IT policies and provide input back to decisions. These include IT investment proposal and evaluation processes, architecture exception processes, service-level agreements, chargeback, and metrics.
- Communication approaches
Announcements, advocates, channels, and education efforts that disseminate IT governance principles and policies and outcomes of IT decision-making processes.

Assigned Reading: 2011 Reassessing the importance of necessary or sufficient conditions.

The article addresses the persistent challenge of IT project failure and questions the effectiveness of conventional approaches in project management. It highlights the crucial role of top management support, as suggested by previous research. However, the paper argues that existing empirical evidence may have limitations, particularly in relying on selective exemplary cases without accounting for counterexamples and counterfactuals. To address this, the paper introduces a more systematic approach, specifically fuzzy-set analysis, to reassess the original research and lay the foundation for further investigation. The primary contribution of the paper is methodological, providing a standard approach to compare many case studies. The goal is to offer researchers and practitioners a means to systematically assess and reconcile diverse project experiences, ultimately determining the critical success factors that are most important for project success.

Assigned Reading: 2012 Project governance.

The article explores the extensive literature on project governance, examining it from various perspectives. It discusses project governance from the viewpoint of project sponsorship, emphasizing the significance of this role. The article explores the three levels of governance within project-based organizations, namely:

- Executive level
This level is considered the highest level of governance of a project-based organization. In this level is where the board of directors exercises a high level of interest on key and large project investments.
- Context level
This level entails the environment in which projects take place. Within this level, two components are taken into consideration: (1) Developing the right

infrastructure of program and portfolio management to link projects to corporate strategy to make sure that the right projects are executed, and (2) Making sure that the capability exists within the organization to deliver the project successfully so that the projects are executed the right way.

- Individual project level

This is the level of the individual project. This level relates to the governance structure and roles on projects that should be present within the individual project, including the three steps of governance: Define the objectives, Define how the objectives are accomplished, and Define how progress is monitored.

Assigned Reading: 2013 Caravel group project governance effectiveness.

Same thing as covered before.

Assigned Reading: 2013 TMS fuzzy analysis.

Same thing as covered before.

Assigned Reading: 2016 IJPM Governance success.

Same thing as covered before.

Assigned Reading: 2019 The relationship between project governance mechanisms and project success.

Same thing as covered before.

Assigned Reading: 2020 Project governance and its role in enabling organizational strategy.

Same thing as covered before.

Assigned Reading: 2007 – How boards and senior managers have governed.

Same thing as covered.

WEEK 10

Assigned Reading: Virtual teams.

Brief

The article explores the growing significance of virtual teams in the design and construction sector, highlighting their potential to integrate international and multidisciplinary teams and optimize organizational resources. The transformative impact of virtual teams on project planning and execution is acknowledged, but the article also emphasizes potential barriers to successful implementation. Non-technical factors such as increased management emphasis, social and cultural understanding, and a focus on common goals are identified as crucial elements. Technical challenges, including system compatibility, security, and technology selection, are also noted. The paper draws on research findings, industry practices, and insights from non-construction sectors to provide a foundational framework for successful virtual team implementation in the engineering, procurement, and construction industry.

Learnings

Virtual teams are groups of individuals who collaborate and work together on a common project or task while being geographically dispersed and connected primarily through electronic communication technologies. Unlike traditional teams that typically work in the same physical location, virtual teams leverage digital tools and communication platforms to facilitate collaboration among members who may be in different offices, cities, or even countries. There are several issues for the management in virtual team, such as:

- Developing a team

Establishing cohesion and camaraderie among virtual team members can be challenging due to physical separation. Effective team development strategies are essential to build a sense of unity and shared purpose.

- Reinforcing project objectives

Ensuring that all team members have a clear understanding of project goals and objectives is crucial. Virtual teams require consistent reinforcement of project goals to maintain focus and alignment.
- Visiting remote participants

Visiting remote team members, when possible, can enhance personal connections, improve communication, and foster a better understanding of individual strengths and challenges.
- Team trust

Trust is foundational in virtual teams. Building trust among team members is critical for effective collaboration. This involves open communication, reliability, and consistent delivery on commitments.
- Conflict resolution

Resolving conflicts in a virtual setting requires proactive and effective communication. Establishing clear conflict resolution mechanisms helps prevent misunderstandings from escalating.
- Electronic discussions

Communication in virtual teams heavily relies on electronic discussions. Facilitating effective and inclusive online discussions is essential for sharing ideas, making decisions, and keeping everyone informed.
- Team member expectations

Managing and aligning team member expectations is crucial. Clear communication regarding roles, responsibilities, and expectations helps prevent misunderstandings and ensures everyone is on the same page.
- Team leaders

Effective leadership is vital in virtual teams. Leaders need to navigate challenges, provide guidance, and foster a positive team culture despite the absence of face-to-face interactions.
- Workload increases

Virtual collaboration may lead to increased workloads due to factors such as different time zones and the need for additional communication efforts. Balancing workloads is essential for preventing burnout.
- Team training

Providing training on virtual collaboration tools and strategies is important for enhancing the team's overall efficiency. Training can help team members adapt to the virtual work environment and utilize tools effectively.

Apart from management issues, there are technological issues such as:

- Collaboration tools

Utilizing effective collaboration tools is crucial for virtual teams. These tools facilitate communication, file sharing, project management, and collaborative work. Examples include video conferencing platforms, project management software, shared document repositories, and instant messaging apps. Selecting and implementing the right mix of tools is essential for seamless virtual collaboration.
- Security

Security is a significant concern in virtual team environments, especially when dealing with sensitive data. Virtual teams often share information electronically, and ensuring the confidentiality, integrity, and availability of this information is paramount.

Implementing secure communication channels, data encryption, access controls, and regular security assessments are essential to mitigate potential risks.

- Interoperability and standards

Interoperability refers to the ability of different systems or tools to work together seamlessly. In virtual teams, members may use various software and hardware solutions. Ensuring interoperability—where these tools can exchange and interpret data effectively—avoids communication barriers. Adhering to industry standards helps in achieving compatibility and smooth integration between different technologies used by team members. Standards also contribute to a more cohesive and efficient virtual work environment.

The successful implementation of virtual teams requires the following solutions:

- Modify Processes:

Organizational structures to be re-examined and restructured with a specific focus on distributed virtual teams.

- Focus on the big picture:

An overemphasis on task distribution for distributed team members will result in the team losing the big picture perspective and failing to achieve an overall solution that meets all project objectives. Hence, the emphasis of any project should be on the overall completion of the project.

- Protocols and standards:

Since data stand at the centre of any solution generation process, a formal set of standards and procedures should be set by the organization and introduced to the team as part of the project initiation function.

- Empower teams:

The empowerment of teams to make independent decisions related to the project and perhaps the business is an essential component of reinforcing the team concept.

Assigned Reading: The management of virtual teams.

Brief

The article discusses the prevalent use of virtual teams in organizations, noting that many of these teams initially operated in physical proximity but transitioned to virtual collaboration to cut down on travel expenses. It highlights the distinct dynamics and management requirements of virtual teams compared to co-located teams. The article outlines the benefits and challenges associated with virtual teams, with a specific focus on effectively managing language, cultural differences, time zones, and geographic locations. Additionally, the management of virtual meetings is emphasized as a critical aspect of successful virtual team collaboration.

Learning

The article underscores the effectiveness of virtual teams in assembling a diverse skill set to achieve business objectives without the logistical challenges of physical co-location. However, it acknowledges significant challenges that organizations must proactively manage. Five critical success factors are highlighted:

- Clear Objectives:

Virtual teams should have well-defined objectives, allowing for a clear assessment of the team's investment against outcomes. Team members should possess the appropriate skills, expertise, and authority to take effective action.

- Effective Team Meetings:
Successful virtual teams rely on well-executed team meetings. Establishing guidelines for virtual meetings and facilitating feedback are crucial components to ensure the team can achieve its objectives.
- Fragile Team Dynamics:
The dynamics of virtual teams can be delicate, often relying on a high level of trust among members who may not have met in person. Introducing new members may necessitate rebuilding trust from the beginning.
- Language Competence:
Varied levels of competence in understanding, speaking, reading, and writing in English (or the corporate language) can pose challenges in global virtual teams. These competency differences may be stretched to their limits, emphasizing the need for effective communication strategies.
- Individual Gain and Development:
Each member of a virtual team should perceive personal gain and find the experience valuable for their local context and career development. Ensuring that team participation contributes positively to individual members' growth is crucial for overall team success.

Assigned Reading: Riddle me this.

The commonality among top management team boundary spanning, team conflict trajectories, team creativity, fault lines, grit, and global virtual teams lies in their interconnected influence on organizational dynamics and effectiveness, particularly in the context of leadership and collaboration in a globalized and virtual work environment. The common theme among these diverse concepts—Top Management Team Boundary Spanning, Team Conflict Trajectories, Team Creativity, Faultline, Grit, and Global Virtual Teams—lies in their collective impact on various aspects of organizational dynamics and performance. Each concept contributes to understanding and enhancing different facets of team and organizational effectiveness:

- Cohesion, Structural Position, and the Top Management Team Boundary-Spanning to Firm Performance Relationship:
This suggests that the interplay between team cohesion, structural position, and boundary-spanning activities of the top management team influences overall firm performance. It underscores the importance of collaboration, teamwork, and strategic external engagement for organizational success.
- Team Psychological Safety, Conflict Trajectories, and Team Identification and Satisfaction:
This explores the relationships between team psychological safety, conflict dynamics, and team members' identification and satisfaction. It emphasizes the role of a safe and supportive team environment in managing conflicts and fostering positive team dynamics.
- Regulatory Focus, Team Learning, and Creativity:
This concept highlights the connection between regulatory focus (how individuals approach goals), team learning, and team creativity. It suggests that a team's regulatory focus influences its learning orientation and, consequently, its creative potential.
- TMT Faultline, CEO-TMT Power Disparity, Competitive Behaviour, and Firm Performance:
Examines how fault lines within the top management team (TMT) and power disparities between the CEO and TMT members relate to competitive behaviour and

overall firm performance. It underscores the importance of managing internal team dynamics for organizational success.

- A Work Motivation Conceptualization of Grit in Organizations:

This proposes a conceptualization of grit, a trait associated with perseverance and passion for long-term goals, within the context of work motivation. It explores how grit influences individual and team performance within organizational settings.

- Familiarity and Information Elaboration in Global Virtual Teams:

Explores the impact of team members' familiarity with each other on information elaboration in global virtual teams. It highlights the importance of relationship-building and effective communication in geographically dispersed teams.

Assigned Reading: Partnership in recruitment process.

The research explores strategies to improve outcomes in recruitment process outsourcing (RPO) projects by focusing on the quality of partnerships with RPO providers. The study suggests that fostering knowledge sharing and securing top management support can elevate the quality of these partnerships. By increasing mutual dependence and commitment between the client organization and the RPO provider, the research aims to enhance RPO project outcomes, specifically in terms of securing recommended candidates whose skills align well with the job requirements. The findings, derived from a survey of 150 RPO projects, highlight the effectiveness of knowledge sharing and top management support in strengthening partnerships and, consequently, improving the overall success of RPO initiatives. The article discusses both theoretical and practical implications of these results for the field of recruitment process outsourcing.

Assigned Reading: Knowledge sharing and cooperation in outsourcing projects.

The article challenges the common perception of outsourcing as solely a cost-cutting measure, emphasizing that firms often outsource to entities with complex and complementary skills. The model presented in the study explores the interaction between employees of the host firm and the outsourcing firm, highlighting the need for knowledge and skill sharing to form an effective team. The analysis reveals that, in situations where there is a high degree of complementarity of knowledge among employees, better outcomes are achievable when top management enforces cooperation. This suggests that the role of top management extends beyond negotiating contracts, playing a crucial part in ensuring successful outsourcing by fostering collaboration among employees from different organizations.

Assigned Reading: Differences between clients and vendors perceptions.

The article addresses the issue of potential perception inconsistencies between clients and IT vendors regarding risks in IT outsourcing projects. Despite the recognition of successful risk management as crucial in IT outsourcing, previous investigations often focused on either the client or the vendor perspective, potentially omitting risks considered critical by the other party. This study, utilizing a quasi-Delphi approach, explores these potential inconsistencies. The analysis reveals disparities in risk perceptions between clients and vendors. Clients highlight the lack of vendor commitment and poor vendor selection criteria as top risks, while vendors emphasize unclear requirements and a lack of experience and expertise in project activities. The insights gained from this study can aid both parties in collaboratively managing project risks and achieving success in IT outsourcing.

Assigned Reading: A comparison of leadership roles in internal projects.

The study investigates the managerial roles emphasized by IT project managers, particularly in the context of internal IT projects and IT outsourcing projects. Six managerial

roles are considered: personnel leader, resource allocator, spokesman, entrepreneur, liaison, and monitor. The research is motivated by the changing business landscape, where value creation extends beyond individual firms to relationships between parties. Two surveys conducted in Norway reveal distinct emphases in managerial roles. In internal IT projects, personnel leadership is significantly prioritized, while in IT outsourcing projects, the spokesman role takes precedence. The findings suggest that project managers in internal projects are more internally oriented, highlighting the importance of an external orientation for project managers in both types of projects to address future challenges. The study contributes a contingent approach to leadership roles in the context of IT project management. Future research is suggested to consider cultural, structural, and industry-specific dimensions in IT projects.

Assigned Reading: Leading virtual teams.

The article addresses the leadership challenges posed by virtual teams—geographically dispersed, cross-functional groups working on interdependent tasks. Drawing from observations, interviews, and survey data, the study identifies six key leadership practices of effective leaders in virtual teams. These practices include:

- Establishing and maintaining trust through communication technology.
- Ensuring understanding and appreciation of distributed diversity.
- Managing the virtual work-life cycle, especially in terms of meetings.
- Using technology to monitor team progress.
- Enhancing the visibility of virtual team members within and outside the organization.
- Enabling individual members to benefit from the team.

The identified practices serve as a foundation for training and developing future leaders of virtual teams.

WEEK 11

Assigned Reading: A project life cycle perspective on stakeholder influence.

Brief

The article focuses on the impact of global projects on various stakeholders with diverse interests, particularly emphasizing the growing demand for environmental and social responsibility. It takes a lifecycle perspective on secondary stakeholders' behaviour within the context of project management. As projects progress through different phases, the dynamic nature of stakeholder management and behaviour becomes evident. The study develops propositions to enhance understanding of how secondary stakeholders can influence project management decision-making at different stages of the project lifecycle. The goal is to improve the effectiveness of project stakeholder management approaches by gaining insights into the influence behaviour of secondary stakeholders throughout the project's lifecycle.

Learning

The conclusion of the article highlights the complex challenges and risks in global projects, emphasizing the importance of managing social, political, and cultural aspects alongside technical considerations. The study adopts a project lifecycle perspective, deepening the understanding of secondary stakeholders' influence behaviour in large engineering projects. The unique characteristics of projects, such as their goal-oriented and temporally limited nature, offer a distinctive context for studying stakeholder behaviour. The analysis introduces a set of propositions, enhancing comprehension of how secondary stakeholders influence project management decisions across different lifecycle phases.

The article identifies project-specific characteristics and institutionalized practices within the Finnish forest industry as influencing stakeholders' salience and their capability to

act. The empirical illustration of the Botnia case provides insights into the influence strategies employed by secondary stakeholders and how project management decisions are impacted.

The research suggests that an increased understanding of secondary stakeholders' attributes, concerns, and behaviours is necessary for successful engagement in project management decision-making processes. It also reveals a paradox concerning the optimal timing for including secondary stakeholders in decision-making, highlighting potential conflicts arising from mismatches in timing and capability.

The article offers avenues for further research, particularly in examining the effectiveness of engaging secondary stakeholders continuously throughout the project lifecycle and analysing diverse stakeholders' interests in a multiple case study setting. The focus on global projects provides an opportunity to study the dynamic nature of stakeholder behaviour, contributing to a broader understanding of stakeholder management. The authors propose exploring other theoretical perspectives, such as social movement theories, and extending the lifecycle perspective to different project contexts like organizational change and development projects.

Assigned Reading: Breakthrough R&D stakeholders.

The article addresses the issue of stakeholder disappointment in projects and focuses on the dilemmas associated with stakeholder inclusiveness, which involves engaging a broad range of stakeholders. The discussion is based on a longitudinal case study, and the article proposes three propositions:

- Increased Engagement and Satisfaction:

The application of stakeholder inclusiveness in a project is suggested to increase the likelihood of having more engaged and satisfied stakeholders. This implies that involving a diverse set of stakeholders positively impacts their level of engagement and satisfaction.

- Risk of Losing Focus on Critical Stakeholders:

The second proposition suggests that while stakeholder inclusiveness is beneficial, it also increases the danger of losing focus on those stakeholders who possess the most critical resources for the project's survival and progress. This highlights a potential challenge in managing the diverse needs of stakeholders effectively.

- Risk of Stakeholder Disappointment:

The third proposition states that stakeholder inclusiveness raises the risk of inducing stakeholder disappointment. This disappointment may stem from escalated expectations and the difficulty of reconciling conflicting requirements and wishes among diverse stakeholders.

Assigned Reading: Managing diverse stakeholders in enterprise system projects.

The article addresses the complexity of information systems (IS) projects, particularly in the context of enterprise systems projects involving multiple stakeholders. While previous research has primarily focused on how a single controller manages a group of controles, this study explores the dynamics of IS projects with diverse stakeholders, such as business unit users and consultants. The corporate headquarters, acting as the principal controller, faces the challenge of aligning stakeholders with varied motivations and ensuring their collaboration for project success.

Drawing on behaviour control theory, the study examines the creation and evolution of a control portfolio in a multi-stakeholder project over 14 months. The key findings include:

- Separate Controls for User and Consultant Groups:
The principal controller enacts distinct controls for different stakeholder groups, specifically the user and consultant groups. This recognition of the unique needs of each group reflects a tailored approach to behaviour control.
- Existence of Multiple Controllers:
Contrary to the traditional view of a single controller, the study reveals the presence of more than one controller. In addition to the principal controller, subordinate controllers coexist, highlighting the distributed nature of control in multi-stakeholder projects.
- Support Requirement for Cross-Stakeholder Controls:
Controls enacted by subordinate controllers and other controlees that cut across stakeholder groups require the support of the principal controller. This emphasizes the interdependence and collaboration needed between different controllers and controlees to navigate the complexities of multi-stakeholder projects.

Assigned Reading: Stakeholder analysis in projects challenges.

The paper investigates the usability of existing guidelines for stakeholder analysis by having four project managers apply these guidelines to their renewal projects. The project managers identified several challenges in using the guidelines, particularly related to:

- The lack of clarity on how to identify stakeholders and assess their importance, and
- The absence of clear guidance on revealing stakeholders' expectations.

The application of the guidelines also highlighted that project managers may lack the necessary skills or resources to effectively carry out the tasks involved in conducting thorough inquiries, potentially resulting in a superficial understanding of stakeholders. The findings suggest that the current guidelines should be viewed more as a conceptual framework rather than specific instructions for conducting real-world stakeholder analysis. The challenges identified by the project managers indicate a need for clearer and more practical guidance in stakeholder analysis processes to ensure a more meaningful and effective understanding of stakeholder expectations and importance in projects.

WEEK 12

Assigned Reading: The role of the project management.

The article critically examines the role of Project Management Offices (PMOs) as longitudinal integrators, focusing on their potential to aid in the effective implementation of product lifecycle management. While existing research has primarily concentrated on the structure and lateral role of PMOs in facilitating project activities across organizations and portfolios, this study highlights the importance of their longitudinal scope.

The research specifically investigates the PMO's role in bridging interface gaps between different phases of the product lifecycle. Drawing on empirical findings from a multinational defence company, the study explores the interface between the bid submission stage and subsequent phases. The key findings indicate that interface gaps lead to issues such as inconsistent strategic intent, dissimilar processes across phases, and poor knowledge management between phases.

The study suggests that PMOs can contribute to continuity across phases by maintaining coherence of purpose, process, and method, as well as ensuring the integrity of knowledge. This enhances the performance of both pre- and post-gap phases of the product lifecycle. The article proposes that exploring the lifecycle-based role of PMOs presents

opportunities to enhance their strategic value within organizations and improve the integration between project management practice and product lifecycle management.

Assigned Reading: The PMO and professional responsibility.

The article emphasizes the importance of decision-making in project management and the inherent responsibility each person involved in a project must take for their actions. It discusses the complex nature of project decisions, involving trade-offs in terms of schedule, cost, quality, and considerations of personal, technical, and organizational influences. The difficulty in identifying the customer and managing competing interests among multiple customers is highlighted.

With the increasing globalization of project management, organizations are held accountable not only for project impacts but also for their effects on people, the economy, and the environment long after completion. The article underscores the need for individuals working on a project to take responsibility for their actions, as noted by the Project Management Institute. Professional responsibility, covering legal, ethical, moral, and professional behaviour, is identified as a crucial aspect in project management.

The challenges of decision-making in project management are acknowledged, given incomplete or ambiguous project requirements, diverse stakeholder perspectives, and conflicting responsibilities between project managers and functional managers. The article notes the absence of a universal methodology for every situation, highlighting the importance of personal judgment and conscience in making decisions.

The core dilemma addressed is how to ensure the professional responsibility of project managers in their actions. While there are no universal rules or guidelines, the article suggests that personal conscience should guide decision-making, prioritizing one's sense of responsibility to the profession and the organization. It emphasizes the need to structure and record decisions for transparent communication with all stakeholders.

In conclusion, the article advocates for the integration of professional responsibility into all aspects of project management, acknowledging the interconnection between people, relationships, and culture. It references tasks, knowledge, and skill statements within the professional responsibility performance domain set forth by the Project Management Institute as a starting point for guidance in this area.

Assigned Reading: The advanced a comprehensive look at function and implementation project management office.

Chapter 1

Typical PMO Duties:

The duties of a Project Management Office (PMO) can vary based on its level of maturity and the specific needs of the organization. However, here are some typical PMO duties:

- Project Planning and Execution:
 - Develop and maintain project management methodologies and standards.
 - Assist in project planning, including scope, schedule, and resource management.
 - Ensure adherence to project management best practices.
- Portfolio Management:
 - Oversee the organization's project portfolio.

- Prioritize and align projects with organizational goals and strategies.
 - Monitor and report on the overall health of the project portfolio.
- Resource Management:
 - Manage resource allocation across projects.
 - Optimize resource utilization and capacity planning.
 - Identify and address resource constraints.
- Risk Management:
 - Identify, assess, and manage project risks.
 - Develop risk mitigation strategies.
 - Monitor and report on risk exposure.
- Quality Management:
 - Establish and enforce project quality standards.
 - Conduct quality assurance reviews.
 - Implement continuous improvement initiatives.
- Reporting and Communication:
 - Provide regular status reports to stakeholders.
 - Facilitate communication between project teams and leadership.
 - Ensure transparency and visibility into project progress.
- Methodology Development:
 - Develop and enhance project management methodologies.
 - Provide guidance on project initiation, execution, and closure.
 - Conduct training on project management best practices.
- Change Management:
 - Manage changes to project scope, schedule, and resources.
 - Facilitate change control processes.
 - Communicate changes to relevant stakeholders.
- Financial Management:
 - Develop and monitor project budgets.
 - Track project costs and expenses.
 - Ensure financial accountability and reporting.
- Governance:
 - Establish protect governance structures.
 - Define decision-making processes.
 - Ensure compliance with organizational policies and standards.
- Continuous Improvement:
 - Identify opportunities for process improvement.
 - Conduct post-project reviews and lessons learned sessions.
 - Implement improvements to enhance project delivery.
- Training and Development:
 - Provide training on project management tools and methodologies.
 - Support the professional development of project managers and team members.

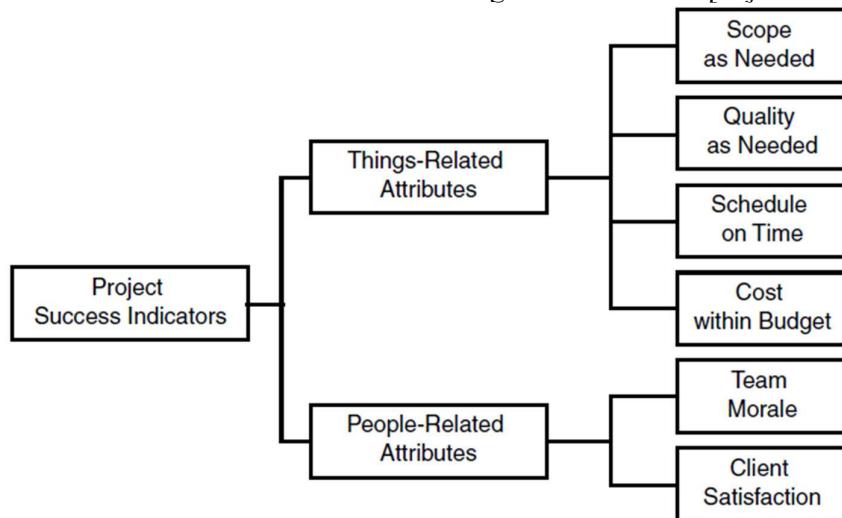
Characteristics of PMO

- Type of PMO:
 - Supportive PMO: Provides a consultative role and serves as a project repository.
 - Controlling PMO: Provides support and requires compliance with project management standards.
 - Directive PMO: Takes control of projects by directly managing them.

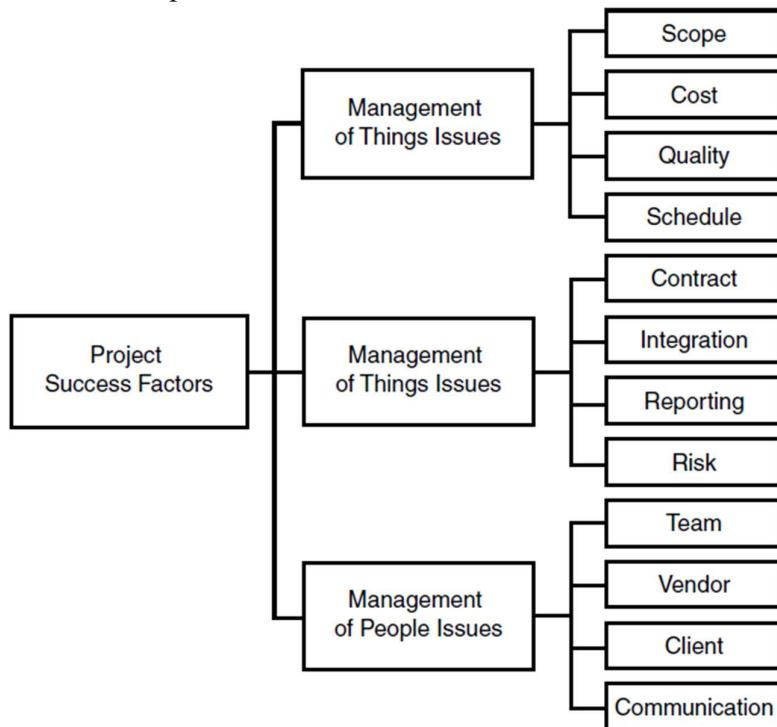
- **Level of Maturity:**
 - Level 1 (Initial): Ad hoc project management processes.
 - Level 2 (Repeatable): Basic project management processes are established.
 - Level 3 (Defined): Project management processes are defined and documented.
 - Level 4 (Managed): Processes are monitored and controlled.
 - Level 5 (Optimizing): Continuous improvement is ingrained in the organization.
- **Strategic Alignment:**
 - Aligns project activities with organizational goals and objectives.
 - Ensures that projects contribute to the overall strategic vision of the organization.
- **Governance:**
 - Establishes project governance structures.
 - Defines decision-making processes.
 - Ensures compliance with organizational policies and standards.
- **Resource Management:**
 - Manages resource allocation across projects.
 - Optimizes resource utilization and capacity planning.
 - Identifies and addresses resource constraints.
- **Project Portfolio Management:**
 - Manages the organization's portfolio of projects.
 - Prioritizes and aligns projects with organizational goals.
 - Monitors and reports on the health of the project portfolio.
- **Standardized Methodologies:**
 - Develops and maintains project management methodologies.
 - Provides guidance on project initiation, execution, and closure.
 - Ensures adherence to project management best practices.
- **Reporting and Metrics:**
 - Provides regular status reports to stakeholders.
 - Establishes key performance indicators (KPIs) for project performance.
 - Monitors and reports on project metrics.
- **Continuous Improvement:**
 - Identifies opportunities for process improvement.
 - Conducts post-project reviews and lessons learned sessions.
 - Implements improvements to enhance project delivery.
- **Training and Development:**
 - Provides training on project management tools and methodologies.
 - Supports the professional development of project managers and team members.
- **Change Management:**
 - Manages changes to project scope, schedule, and resources.
 - Facilitates change control processes.
 - Communicates changes to relevant stakeholders.
- **Collaboration and Communication:**
 - Facilitates communication between project teams and leadership.
 - Ensures transparency and visibility into project progress.
 - Encourages collaboration and knowledge sharing among project teams.

Chapter 2

Project success indicators from a client's perspective can vary depending on the nature of the project and the client's specific goals and expectations. However, there are some common indicators that clients often consider when evaluating the success of a project.



From the team's perspective, success indicators for a project are often centered around collaboration, efficiency, and achieving project goals. Here are some key project success indicators from a team viewpoint:



Project evaluation is a systematic process of assessing a project to determine its effectiveness, efficiency, and overall success. The goal of project evaluation is to provide insights into what worked well, what could be improved, and what lessons can be learned for future projects. A few things which are evaluated are the scope, quality, cost, schedule, procurement, risk, integration, performance reporting, team, client, vendor, and communication.

Chapter 3

Marginal project performance refers to a situation where a project is exhibiting performance levels that are just sufficient or barely acceptable. In other words, the project is meeting minimum requirements but may be struggling to meet expectations or deliver optimal results.

This article discusses the critical point at which an organization recognizes that a project is going off course and becoming difficult to manage. The timing of this realization varies among organizations and is influenced by their sophistication in project planning and the diligence in monitoring project performance. Stakeholders, including clients, supporting organizations, accounting departments, contracts offices, project audit groups, or members of the Project Management Office (PMO), may express concerns about the project's below-expectation performance.

The article emphasizes the importance of conducting a thorough evaluation or self-evaluation when such concerns arise. This evaluation aims not only to realistically assess the progress of deliverables but also to analyse the causes of underperformance objectively. It highlights the need for this analysis to be free from emotions and internal politics to be effective. The most common reasons for project mal performance include unclear objectives and a reactive management style in handling project scope, risks, cost, schedule, and contracts. Poor communication and unforeseen resource shortages are also cited as contributing factors.

The article notes that many projects are not recognized as runaway projects until late in their life cycle. It suggests that misplaced optimism from an overly enthusiastic project team, ignoring warning signs in the hope of reversing the project's undesirable course, could be a significant factor in delayed recognition. The article also discusses cases where projects are not terminated until several attempts to remedy their malperformance have been made. Termination becomes necessary when the project is too far out of control to manage effectively, resources could be better utilized elsewhere, no additional funds are available for recovery, or the product would become obsolete upon delivery.

The author acknowledges that reporting the condition of a runaway project often involves using euphemisms such as "a bit off track," "challenged," "bears watching," or being in the "yellow" zone. The article suggests that more realistic and direct descriptors like "runaway," "in crisis," or "out of control" would better convey the severity of the situation. Overall, the article emphasizes the importance of timely recognition, objective analysis, and effective remedial action when a project is at risk of failure or has deviated significantly from its original course.

A project audit is a systematic examination and evaluation of a project to assess its performance, adherence to standards and processes, and overall effectiveness. The primary purpose of a project audit is to identify areas of improvement, ensure compliance with project management principles, and enhance the likelihood of successful project completion. Project audits can be conducted at various stages of a project life cycle or upon its completion.

Recovery plans, in the context of project management, are strategic and systematic approaches designed to address and rectify issues or challenges that a project is facing. These plans are implemented when a project is deemed to be at risk of failure, has deviated significantly from its original objectives, or is experiencing difficulties that threaten its successful completion. The goal of a recovery plan is to bring the project back on track, mitigate

risks, and ensure its successful delivery. Here are key elements typically included in recovery plans.

Chapter 4

The article emphasizes the significance of competence in project management, defining it as the ability to operate at acceptable levels of performance within one's training and experience. Competence involves self-assessment, recognizing personal strengths, and continuously improving skills. The article cites competency as a crucial factor for project success, encompassing knowledge, skills, attitudes, and behaviours linked to superior job performance.

The need for competence in project management arises from the substantial variations in the ability of project participants. The article argues that while "getting by" might have sufficed in the past, it is now a recipe for failure. It stresses the importance of striving for excellence and highlights the central role of project managers in successful projects.

To enhance project management competency, the article suggests establishing a baseline of knowledge, skills, and competencies. This baseline serves as a reference point for measuring improvements and guides personal development programs in project management. The article introduces the metaphor that without knowing where you are, a map won't help—an analogy for the importance of establishing a baseline.

While individual efforts to increase project management competency are crucial, the article suggests that a Project Management Office (PMO) can significantly amplify the effectiveness of competent project managers. A PMO can identify necessary competencies, develop competency plans, and create a project position matrix aligning knowledge areas with organizational positions. The desired competencies are influenced by organizational needs, strategies, and culture.

The article proposes that a formalized PMO, when fully implemented, can systematically determine competencies, contribute to organizational changes supporting effective project management, and recognize project management as a distinct profession. It advocates for clear position descriptions and career paths for project managers.

Two common techniques for determining desired project management competency are identified in the article: identifying successful project managers in the organization and analysing critical skills contributing to their success and developing a list of activities that occupy a project manager's time, reconciling it with tasks that should be their responsibility.

In summary, the article underscores the critical role of competence in project management, the importance of continuous improvement, and the potential amplification of competencies through the support of a PMO. It also provides practical approaches to determine and prioritize the desired project management competencies within an organization.

IT Project Manager skills:

- Things related skills

<ul style="list-style-type: none"> ■ Plan ■ Develop WBS ■ Schedule ■ Estimate ■ Prepare Gantt Charts ■ Formulate Network Diagrams ■ Establish Monitoring Standards ■ Conduct Variance Analysis 	<ul style="list-style-type: none"> ■ Define Metrics ■ Determine Earned Value ■ Suggest Decision Tools ■ Promote Risk Management ■ Issue Status Reports ■ Conduct Resource Estimating ■ Perform Resource Leveling ■ Conduct Network Compression
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- People related skills

<ul style="list-style-type: none"> ■ Communications ■ Teamwork ■ Conflict Resolution ■ Trust ■ Honesty ■ Sociability ■ Integrity 	<ul style="list-style-type: none"> ■ Flexibility ■ Negotiation ■ Client Relations ■ Mentoring ■ Consulting ■ Training ■ Leadership ■ Staff Development
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- Organisation based skills

<ul style="list-style-type: none"> ■ Support of Projects within Organizations ■ Contributions of Divisions to Projects ■ Enterprise Consistency of Procedures ■ Degree of Success of Divisional Projects ■ Generating Interest in Customers for Services ■ Alignment of Project Strategies with Organizational Goals ■ Conduct Assessments Using Maturity Models ■ Enhanced Procedures for Project Selection
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Chapter 5

Project Management Maturity Models are frameworks that organizations use to assess and improve their project management processes and practices over time. These models provide a roadmap for organizations to evolve from ad hoc, inconsistent project management practices to mature, standardized, and optimized processes. Two well-known maturity models in project management are the Capability Maturity Model Integration (CMMI) and the Project Management Maturity Model (PMMM).

There are 5 maturity levels which are:

<ul style="list-style-type: none"> 5 Optimizing, Adaptive 4 Comprehensive, Managed 3 Integrated, Organized, Defined 2 Consistent, Abbreviated, Repeatable 1 Ad hoc, Initial
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<ul style="list-style-type: none"> 5 Organizational Use of Quantitative Data to Conduct Continuous Improvement 4 Organization Commits to a PM Culture and Captures Quantified Performance Data 3 Organization Implements PM Processes and Gives Recognition to Successful PM Processes 2 Localized Implementation of Formalized PM Processes 1 Inconsistent Procedures and No Formal Guidelines
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Chapter 6

A Project Management Office (PMO) is a centralized unit within an organization that is responsible for defining and maintaining project management standards and practices. The functions of a PMO can vary depending on the organization's needs and objectives, but some common functions include:

- Project Governance:
 - Establishing and enforcing project governance policies and procedures.
 - Defining project management methodologies and standards.
 - Ensuring compliance with regulatory requirements and industry standards.
- Project Methodology and Standards:
 - Developing and maintaining a standardized project management methodology.
 - Defining project management processes and best practices.
 - Providing templates, tools, and guidelines for project execution.
- Project Planning and Monitoring:
 - Assisting project managers in developing project plans.
 - Monitoring and reporting on project progress.
 - Conducting project reviews and audits to ensure adherence to standards.
- Resource Management:
 - Managing resource allocation across projects.
 - Developing resource management policies and procedures.
 - Optimizing resource utilization and capacity planning.
- Risk Management:
 - Establishing a risk management framework.
 - Facilitating risk identification and assessment.
 - Implementing risk mitigation strategies and contingency planning.
- Quality Management:
 - Defining and promoting quality standards for project deliverables.
 - Conducting quality assurance reviews and audits.
 - Facilitating continuous improvement initiatives.
- Training and Development:
 - Providing training programs for project managers and team members.
 - Offering professional development opportunities in project management.
 - Ensuring that project management skills are consistently enhanced.
- Communication and Reporting:
 - Facilitating communication between project stakeholders.
 - Developing and maintaining reporting mechanisms.
 - Ensuring transparency in project status, issues, and risks.
- Portfolio Management:
 - Aligning projects with organizational goals and objectives.
 - Managing the project portfolio to optimize resource allocation.
 - Prioritizing and selecting projects based on strategic objectives.
- Benefits Realization:
 - Establishing processes to track and measure project benefits.
 - Ensuring that projects contribute to the achievement of organizational objectives.
 - Conducting post-implementation reviews to assess benefits realization.
- Change Management:
 - Supporting change management initiatives related to project management.
 - Ensuring that changes in project scope or objectives are properly managed.

- Facilitating communication and training during organizational changes.
- Continuous Improvement:
 - Identifying opportunities for process improvement.
 - Implementing lessons learned from completed projects.
 - Measuring and assessing the overall maturity of project management practices.

Chapter 7

Implementing a Project Management Office (PMO) is a strategic initiative that requires careful planning, stakeholder engagement, and a phased approach. Here are key steps and considerations for implementing a PMO:

- Define Objectives and Scope:
 - Clearly articulate the objectives of the PMO and how it aligns with the organization's strategic goals.
 - Define the scope of the PMO, specifying the services and functions it will provide.
- Gain Executive Support:
 - Obtain support from top-level executives who can champion the establishment of the PMO.
 - Communicate the benefits of the PMO in terms of improved project delivery, resource optimization, and strategic alignment.
- Conduct a Maturity Assessment:
 - Assess the current state of project management maturity within the organization.
 - Identify strengths, weaknesses, opportunities, and threats related to project management practices.
- Select PMO Type and Structure:
 - Determine the type of PMO that best suits the organization's needs (e.g., supportive, controlling, directive).
 - Define the PMO's organizational structure, roles, and reporting relationships.
- Develop a Business Case:
 - Create a business case that outlines the anticipated benefits, costs, and return on investment (ROI) associated with the PMO.
 - Clearly articulate how the PMO will address current challenges and contribute to organizational success.
- Establish Governance:
 - Develop a governance framework for the PMO, including decision-making processes, escalation procedures, and reporting structures.
 - Define the roles and responsibilities of key stakeholders in relation to the PMO.
- Define Services and Processes:
 - Clearly define the services the PMO will offer, such as project portfolio management, project planning, and resource management.
 - Develop standardized project management processes and methodologies.
- Build the PMO Team:
 - Recruit and onboard skilled professionals with expertise in project management.
 - Provide training and professional development opportunities for PMO staff.
- Communicate and Train:
 - Communicate the establishment of the PMO to the entire organization.
 - Conduct training sessions to educate stakeholders on PMO processes, tools, and expectations.

- Implement Tools and Technology:
 - Identify and implement project management tools and technology that support PMO functions.
 - Ensure that these tools align with organizational needs and facilitate collaboration.
- Pilot Programs:
 - Consider piloting the PMO's services on a small scale before full implementation.
 - Use pilot programs to identify areas for improvement and refine PMO processes.
- Monitor and Evaluate:
 - Establish key performance indicators (KPIs) to measure the success of the PMO.
 - Regularly monitor and evaluate the PMO's performance against established KPIs.
- Iterate and Improve:
 - Continuously seek feedback from stakeholders and project teams.
 - Use feedback to make iterative improvements to PMO processes and services.
- Scale Up:
 - Once the PMO has demonstrated success and gained acceptance, consider scaling up its services and functions.
 - Explore opportunities to expand the PMO's influence across the organization.
- Celebrate Success and Communicate Achievements:
 - Celebrate milestones and successes achieved through the PMO.
 - Regularly communicate the value and impact of the PMO to maintain support and engagement.

Chapter 8

The Project Management Office (PMO) plays a crucial role in upholding professional responsibility within an organization. Professional responsibility in the context of project management refers to the ethical and accountable conduct of project managers and their teams in delivering projects. The PMO, as a centralized unit overseeing project management practices, contributes to maintaining high professional standards. Here's how the PMO and professional responsibility are interconnected:

- Establishing Ethical Standards:
 - The PMO can define and communicate ethical standards for project managers and team members.
 - Develop a code of conduct that outlines the expected behaviours, integrity, and transparency in project management activities.
- Training and Development:
 - Provide training programs that emphasize professional responsibility, ethics, and compliance with industry standards.
 - Offer ongoing professional development opportunities to keep project managers informed about evolving ethical considerations in the field.
- Enforcing Compliance:
 - Monitor and enforce compliance with ethical standards and organizational policies.
 - Establish mechanisms for reporting ethical concerns or violations and ensure that they are appropriately addressed.

- Quality Assurance:
 - Implement quality assurance processes to ensure that project deliverables meet ethical, legal, and professional standards.
 - Conduct regular audits and reviews to verify adherence to established ethical guidelines.
- Risk Management:
 - Integrate ethical considerations into the organization's risk management processes.
 - Identify and address potential ethical risks associated with project activities.
- Conflict Resolution:
 - Provide mechanisms for resolving conflicts of interest or ethical dilemmas within project teams.
 - Facilitate open communication channels for team members to express concerns related to professional responsibility.
- Stakeholder Communication:
 - Ensure transparent communication with stakeholders regarding project status, risks, and ethical considerations.
 - Establish guidelines for ethical communication practices, especially in situations involving sensitive information.
- Project Governance:
 - Define and enforce governance structures that emphasize professional responsibility.
 - Clearly outline roles and responsibilities, ensuring accountability for ethical conduct at all levels of project management.
- Continuous Improvement:
 - Foster a culture of continuous improvement by regularly evaluating and refining ethical practices.
 - Use lessons learned from past projects to enhance ethical decision-making in future endeavours.
- Professional Certifications:
 - Encourage project managers to pursue relevant professional certifications, such as the Project Management Professional (PMP) certification.
 - Support ongoing education and certification maintenance to ensure that project managers stay current with ethical guidelines.
- Role Modelling:
 - The PMO leadership should serve as role models for professional responsibility.
 - Demonstrate ethical behaviour and decision-making, setting an example for the entire project management community.
- Legal and Regulatory Compliance:
 - Ensure that project management practices comply with relevant laws and regulations.
 - Stay informed about legal and regulatory changes that may impact project management activities.

Assigned Reading: PMO frameworks.

The article discusses an exploratory research initiative conducted by PMI (Project Management Institute) in late 2012 to understand the challenges associated with building, managing, and operating a PMO (Project Management Office). The research revealed widespread confusion and lack of consensus at all levels of management regarding basic concepts related to PMOs, such as their functions, types, and reporting structures.

The goal of the initiative was to develop a foundational starting point and standardized definitions to enhance understanding and thinking about PMOs. PMI aimed to set a stake in the ground on the meaning of terms related to project, program, or portfolio management offices and to create a basis for future refinement of understanding in collaboration with partners.

The report, titled "Pulse of the Profession™: PMO Frameworks," is introduced as complementing the "Pulse of the Profession™ In-Depth Report: The Impact of PMOs on Strategy Implementation." The focus is on comparing methods, services, and processes used by different types of PMOs and highlighting the performance and value each framework delivers. The reports aim to help PMOs benchmark themselves against measured criteria, identify areas of focus, and measure and demonstrate value to the organization.

Assigned Reading: Functions of the PMO.

Brief

The article explores the evolving concept of a Project Management Office (PMO) and the diverse descriptions of its functions. It acknowledges that the understanding of PMO functions varies, with descriptions stemming from the evolving nature of the concept. The Project Management Institute's PMBOK® Guide recognizes a continuum of uses for PMOs, ranging from providing support functions for project managers to being responsible for project results.

The article notes the diversity in perceptions of PMOs, emphasizing that the term means different things to different people but consistently represents a solution to project management challenges. Many organizations are adopting a multi-level approach to PMOs, akin to a project management maturity model. This model includes different levels of PMOs, from level one supporting a single project to level five strategically placed at the executive level, guiding business strategy decisions and resource allocations.

At level five, the PMO is described as encompassing the organizational structure, methodologies, processes, procedures, controls, tools, people, training, and other components required to integrate existing projects, manage portfolios, and successfully deliver an organization's business objectives. The article sets the stage for describing the full set of PMO functions, emphasizing the need to understand PMOs in terms of their maturity levels and diverse roles within an organization.

Learnings

List of areas PMO can assist:

- Establishing standards for managing projects.
- Standardizing report forms.
- Select, operate, and support project management software.
- Define and implement proposal development methodologies.
- Draft proposals.
- Provide project start-up assistance.
- Prepare project charters and scope statements.
- Facilitate project kick-off meetings.
- Conduct project risk assessments.

Project focused PMO Functions:

	<i>Consult</i>	<i>Mentor</i>	<i>Augment</i>
Scope	✓	✓	✓
Quality	✓	✓	✓
Cost	✓	✓	✓
Schedule	✓	✓	✓
Risk	✓	✓	✓
Integration	✓	✓	✓
Change	✓	✓	✓
Contract	✓	✓	✓
Communication	✓	✓	✓
Team	✓	✓	✓
Client	✓	✓	✓
Vendor	✓	✓	✓

Enterprise Oriented PMO functions:

	<i>Enterprise Oriented</i>			<i>Project Focused</i>			
	<i>Promote</i>	<i>Archive</i>	<i>Practice</i>	<i>Train</i>	<i>Consult</i>	<i>Mentor</i>	<i>Augment</i>
Scope	✓	✓	✓	✓	✓	✓	✓
Quality	✓	✓	✓	✓	✓	✓	✓
Cost	✓	✓	✓	✓	✓	✓	✓
Schedule	✓	✓	✓	✓	✓	✓	✓
Risk	✓	✓	✓	✓	✓	✓	✓
Integration	✓	✓	✓	✓	✓	✓	✓
Change	✓	✓	✓	✓	✓	✓	✓
Contract	✓	✓	✓	✓	✓	✓	✓
Communication	✓	✓	✓	✓	✓	✓	✓
Team	✓	✓	✓	✓	✓	✓	✓
Client	✓	✓	✓	✓	✓	✓	✓
Vendor	✓	✓	✓	✓	✓	✓	✓

LECTURE CONTENTS

WEEK 1

Introduction

A failed project is one that the organisation terminates before completion or is completed with major issues. Basically, it did not achieve its original objectives. A few examples of failed projects are given below:

Started	Terminated	System name	Type of system	Country or region	Type of purchaser	Problems	Cost (expected)	Outcome
1980s	1993	TAURUS	Electronic trading platform	United Kingdom (London)	Stock exchange	Scope creep, cost overrun. The project was never completed.	£75m	Cancelled
1982	1994	FAA Advanced Automation System	Air Traffic Control	United States	Federal Aviation Administration	Cost overruns, underestimation of ATC complexity, delays, non-incremental change, existing system.[1]	\$3B-\$6B	Scrapped
1999	2006	CSIO Portal	Common technological platform for brokers and insurers to improve workflow efficiency	Canada	Centre for Study of Insurance Operations	Low user adoption, conflict between insurers, new technology, lack of funding	~\$1.5 million CAD "CSIO portal abandoned due to lack of insurer support and availability of other solutions".	Abandoned
2005	2012	Expeditionary Combat Support System	Military Enterprise Resource Planning	United States	Air force	No significant capabilities ready on time; would have cost \$1.1bn more just to get to 1/4 of the original scope.	\$1.1bn	Cancelled
2007	2012	daPolsga	Police case management	Denmark	Police	Did not work properly, technical problems with contractor.	DKK 500m (\$70m)	Cancelled
2007	2014	e-Borders	Advanced passenger information programme	United Kingdom	UK Border Agency	A series of delays.	over £412m (£742m)	Cancelled
2008	2013	Digital Media Initiative	Digital production, media asset management	United Kingdom	State broadcaster	By 2013, the project was judged to be obsolete (as much cheaper commercial off the shelf alternatives by then existed) and was scrapped by BBC management. The BBC Director General said it had been a huge waste of money. ^[7]	more than £98m (£81.7m)	Cancelled
2009	2013	The Surrey Integrated Reporting Enterprise Network (SIREN)	Crime & criminal intelligence logging system	United Kingdom (Surrey)	Police Force	Not fit for purpose[8]	£14.8m	Scrapped
2011	2014	Pust Siebel	Police case management	Sweden	Police	Poor functioning, inefficient in work environments.[9]	SEK 300m (\$35m)[10]	Scrapped
2012	2014	Cover Oregon	Healthcare exchange website	United States	State government	Site was never able to accept online enrollments, so users were instructed to mail in paper enrollments instead.	approx \$200m	Cancelled, then client and supplier both sued each other

A survey published by Harvard Business Review found that on average an IT project overran its budget by 27%, and at least 1 in 6 IT projects might have a cost overrun of 200%

and a schedule overrun of 70%. If a project fails its triple constraints (scope, budget, time) it is a failure. According to research:

- 15-28% of ICT projects are abandoned before completion.
- 30-40% of ICT projects experience cost overruns averaging 43-189%.
- 30-40% of projects are implemented without any perceptible benefits.
- 80-90% of ICT investments fail to meet their performance objectives.

Factors that may lead to project failures.

- Poor Planning
 - Impact: Inadequate or unclear project planning can lead to scope creep, missed deadlines, and unanticipated issues.
 - Mitigation: Thorough project planning, including detailed timelines, resource allocation, risk assessment, and clear communication of objectives, can help mitigate the impact of poor planning.
- Project specification changes
 - Impact: Frequent changes to project specifications can disrupt workflow, increase costs, and extend project timelines.
 - Mitigation: Establish a robust change management process, clearly communicate the impact of changes, and ensure stakeholders understand the consequences of altering project specifications.
- Project Manager
 - Impact: The competence, leadership, and communication skills of the project manager directly influence project success.
 - Mitigation: Select a qualified project manager, provide ongoing training, and foster strong communication between the project manager and the project team.
- Failure to meet project schedule.
 - Impact: Delays in project delivery can lead to increased costs, dissatisfaction among stakeholders, and potential failure to meet business objectives.
 - Mitigation: Set realistic timelines, regularly monitor progress, and have contingency plans in place to address unforeseen challenges.
- Management support
 - Impact: Lack of support from top management can result in a lack of resources, priority conflicts, and hindered decision-making.
 - Mitigation: Ensure executive buy-in, establish clear lines of communication with management, and articulate the strategic importance of the project.
- Lack of funding
 - Impact: Insufficient financial resources can limit the project's scope, hinder progress, and compromise quality.
 - Mitigation: Develop accurate budget estimates, secure funding commitments early in the project, and regularly communicate financial needs to stakeholders.
- Cost containment
 - Impact: Strict cost controls may limit project flexibility and hinder the ability to adapt to changing circumstances.
 - Mitigation: Strike a balance between cost containment and the need for flexibility, regularly reassess budget assumptions, and communicate openly about financial constraints.
- Limited resources
 - Impact: Inadequate resources can lead to burnout, decreased productivity, and compromised project quality.

- Mitigation: Adequately resource the project, prioritize tasks, and consider outsourcing or reallocating resources as needed.
- Information management
 - Impact: Poor information management can lead to misunderstandings, miscommunication, and errors.
 - Mitigation: Implement robust information management systems, establish clear communication channels, and ensure that accurate and up-to-date information is readily accessible.
- Incentives
 - Impact: Lack of motivation or unclear incentives can result in decreased team morale and commitment.
 - Mitigation: Implement performance incentives, recognize achievements, and foster a positive team culture to maintain motivation and commitment.
- Risk analysis
 - Impact: Failure to identify and address potential risks can result in project failure.
 - Mitigation: Conduct thorough risk analysis, develop risk mitigation strategies, and regularly reassess and update the risk management plan throughout the project lifecycle.
- Other reasons
 - Impact: Various unforeseen factors such as external market changes, regulatory issues, or geopolitical events can impact project success.
 - Mitigation: Maintain flexibility in project plans, continuously monitor the external environment, and have contingency plans in place to adapt to unexpected challenges.

Traditional vs Advanced concepts

Traditional Concepts	Advanced Concepts
A project is a temporary endeavour undertaken to create a unique product, service or result with a definitive start and end point – PMBOK.	An enterprise carefully planned to achieve a particular aim. – AS8016 & Oxford Dictionary.
A project is a success if it follows the triple constraint and doesn't break it.	A project is a success when the project achieves its aims set before the start of the project while following the triple constraint.
Project management success is less important if the project is successful.	Project management success and project success goes hand in hand.

Project Success vs Project Management Success

Project Success	Project Management Success
Places heavy emphasis on the triple constraints.	Places emphasis on the entire project management process.
Project success refers to the achievement of the project's objectives and the delivery of the intended results or outcomes. It is typically measured against predefined criteria, which may include meeting project goals, completing the project within budget and schedule, and satisfying stakeholder expectations.	Project management success, on the other hand, relates to how well the project is planned, executed, and controlled throughout its lifecycle. It assesses the effectiveness of the project management processes and methodologies employed during the project.

The focus of project success is on the result—whether the project delivered the intended product, service, or outcome that aligns with the initial project goals and requirements.	The focus of project management success is on the processes, methodologies, and practices used to guide and control the project. It involves evaluating how well the project management team adhered to timelines, budgets, and quality standards.
Project success is often evaluated based on criteria such as scope completion, quality of deliverables, stakeholder satisfaction, and the overall impact of the project on the organization or its beneficiaries.	Project management success is often measured by criteria such as adherence to the project plan, efficient use of resources, effective communication, and the ability to manage and mitigate risks throughout the project.

WEEK 2

Top Management Support

Top management support is crucial for the success of projects, and it plays a pivotal role in ensuring that project management efforts align with organizational objectives. A few key areas where Top Management Support is important are:

- **Resource Allocation:**

Top management has the authority to allocate resources, including budget, personnel, and technology, which are essential for the successful execution of projects. Adequate resources are necessary for project teams to carry out their tasks effectively.

- **Strategic Alignment:**

Top management ensures that projects are aligned with the strategic goals and objectives of the organization. Their support helps in selecting and prioritizing projects that contribute to the overall success and growth of the business.

- **Decision-Making Authority:**

Top management has the authority to make critical decisions that impact project direction, scope, and strategy. Their support ensures that decisions are made in a timely manner, preventing project delays and bottlenecks.

- **Risk Management:**

Top management plays a role in identifying and managing risks associated with projects. Their support is crucial in developing risk management strategies and providing guidance on how to address unexpected challenges that may arise during project execution.

- **Stakeholder Engagement:**

Top management facilitates communication and engagement with key stakeholders. Their involvement helps in garnering support from various departments and ensures that the project aligns with the needs and expectations of different stakeholders.

- **Organizational Culture:**

Top management sets the tone for the organizational culture. When they actively support and endorse project management practices, it sends a clear message to the entire organization about the importance of projects in achieving business objectives.

- **Priority and Urgency:**

Top management support ensures that projects are given the necessary priority and urgency within the organization. This helps in avoiding conflicts with other initiatives and ensures that the project team has the support needed to meet deadlines.

- **Change Management:**

Projects often involve organizational change. Top management support is critical for communicating the need for change, gaining buy-in from employees, and managing resistance. Their endorsement of project-related changes contributes to a smoother transition.

- **Performance Measurement:**

Top management is responsible for evaluating the performance of projects. Their support is vital in establishing key performance indicators (KPIs) and assessing whether projects are meeting their goals and contributing to the overall success of the organization.

- **Long-Term Success:**

Projects are often part of a broader strategic vision for the organization. Top management support ensures that projects are not viewed in isolation but as integral components contributing to the long-term success and sustainability of the business.

Corporate Governance vs Project Governance vs Project Management

Corporate Governance	Project Governance	Project Management
Corporate governance refers to the system of rules, practices, and processes by which a company is directed and controlled. It involves balancing the interests of various stakeholders, such as shareholders, management, customers, suppliers, financiers, government, and the community.	Project governance is a framework that ensures effective, efficient, and controlled project delivery. It involves defining the structures, processes, and decision-making mechanisms for projects within an organization.	Project management is the application of knowledge, skills, tools, and techniques to project activities to meet project requirements. It involves planning, executing, monitoring, and closing projects to achieve specific goals within a specified timeframe and budget.
Corporate governance is primarily concerned with the overall strategic direction, ethical decision-making, accountability, and the relationships between different stakeholders within a company.	Project governance focuses specifically on how projects are initiated, planned, executed, and monitored within the broader organizational context. It ensures that projects align with organizational goals and objectives.	Project management focuses on the tactical aspects of getting a specific project completed. It involves the day-to-day management of tasks, resources, timelines, and budgets to ensure that the project is delivered successfully.
Key aspects of corporate governance include the composition and functioning of the board of directors, transparency in financial reporting, ethical business practices, and mechanisms for accountability and oversight.	Key aspects of project governance include project initiation, defining project roles and responsibilities, establishing decision-making processes, managing risks, and ensuring that projects deliver value to the organization.	Key aspects of project management include project planning, scheduling, resource allocation, risk management, communication, and quality control.
Focus: Vision & Mission.	Focus: Outcomes.	Focus: Outputs.

Relationship between Corporate governance, Project governance, and Project management

- Corporate governance & Project governance

Corporate governance provides the overall direction for the organization, setting strategic goals and ensuring ethical practices. Project governance operates within this framework, aligning individual projects with the organization's strategic objectives and ensuring they contribute to overall success. Corporate governance establishes decision-making structures at the highest levels of the organization. Project governance aligns project decision-making processes with these structures, ensuring that key decisions related to projects are consistent with the overall governance framework.

- Corporate governance & Project Management

Corporate governance defines the strategic goals and objectives of the organization. Project management ensures that individual projects are aligned with these strategic directions, contributing to the fulfillment of overarching organizational objectives. Corporate governance influences resource allocation across the organization. Project management, within the scope of project governance, ensures that resources are effectively and efficiently allocated to individual projects to achieve desired outcomes.

- Project governance & Project management

Project governance provides the oversight and framework for managing individual projects within the organization. It defines the structures and processes for project initiation, planning, execution, and monitoring. Project management operates within the framework established by project governance. It involves the day-to-day activities of planning, executing, and controlling project tasks, resources, timelines, and budgets. Project management ensures that projects adhere to the governance guidelines set by project governance.

Lack of Governance

Without effective governance, organizations may face a range of challenges and risks that can hinder their ability to achieve their objectives, maintain compliance, and sustain long-term success. The specific consequences of ineffective governance can vary depending on the type of organization and its industry, but some common outcomes include:

- Poor Decision-Making:

Ineffective governance can lead to poor decision-making processes. Decisions may lack strategic alignment, be based on inadequate information, or fail to consider the long-term impact on the organization.

- Lack of Accountability:

Effective governance establishes clear lines of accountability and responsibility. Without it, there may be confusion about who is responsible for what, leading to a lack of accountability for organizational performance and outcomes.

- Ethical Issues and Misconduct:

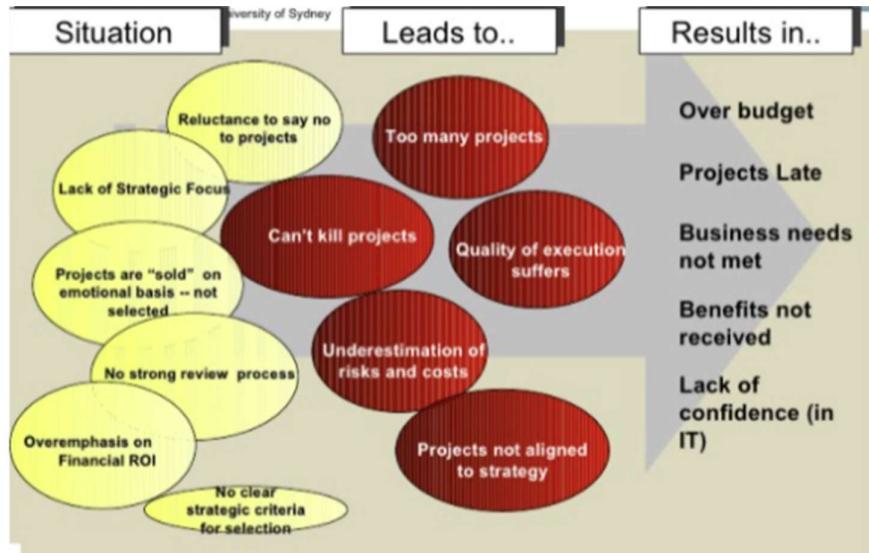
In the absence of robust governance mechanisms, there is an increased risk of ethical lapses, fraud, or misconduct. This can damage the organization's reputation and expose it to legal and regulatory consequences.

- Inefficient Resource Allocation:

Governance helps in efficient resource allocation, ensuring that resources are used effectively to support organizational goals. Without proper governance, there may be wastage, duplication, or mismanagement of resources.

- Stakeholder Distrust:
Ineffective governance can erode trust among stakeholders, including shareholders, employees, customers, and regulatory bodies. Stakeholders may lose confidence in the organization's ability to manage risks and deliver on its commitments.
- Compliance Risks:
Organizations are subject to various laws, regulations, and industry standards. Without effective governance, there is a higher likelihood of non-compliance, which can result in legal actions, fines, and damage to the organization's reputation.
- Strategic Misalignment:
Governance ensures that organizational activities align with strategic objectives. In its absence, there may be a lack of coordination and alignment between different parts of the organization, leading to a divergence from strategic goals.
- Ineffective Risk Management:
Effective governance includes risk management practices. Without proper governance, organizations may be ill-equipped to identify, assess, and manage risks, leaving them vulnerable to unexpected challenges.
- Financial Instability:
Poor governance can contribute to financial instability. This may include issues such as mismanagement of financial resources, inadequate financial reporting, or insufficient controls over financial activities.

A few more of such scenarios are as follows:



WEEK 3

Why Project Managers need to understand strategy

Project managers need to understand strategy for several reasons:

- Alignment with Organizational Goals: Understanding the broader organizational strategy helps project managers align their projects with the overall goals and objectives of the company. This ensures that projects contribute directly to the strategic success of the organization.
- Clear Project Objectives: Strategic insights enable project managers to define clear project objectives that align with the organization's long-term vision. This clarity is essential for guiding the project team and stakeholders toward the intended strategic outcomes.

- Resource Allocation: Strategic understanding aids project managers in resource allocation. They can prioritize tasks and allocate resources efficiently based on the strategic importance of different project elements, ensuring that the most critical aspects receive adequate attention.
- Risk Management: Strategic awareness allows project managers to anticipate potential risks and challenges that may impact the project's alignment with organizational strategy. This proactive approach to risk management helps mitigate potential issues before they escalate.
- Stakeholder Communication: Project managers often need to communicate progress, challenges, and outcomes to stakeholders. Understanding the organization's strategy enables project managers to convey how the project contributes to the overall success of the company, fostering stakeholder support and engagement.
- Adaptability to Change: Strategic changes in the organization may impact ongoing projects. Project managers who understand the overarching strategy are better equipped to adapt their projects to changes in the business environment or strategic direction.
- Value Delivery: Ultimately, projects are undertaken to create value for the organization. A strategic perspective helps project managers focus on delivering outcomes that align with the organization's strategic priorities, ensuring that the project's results contribute meaningfully to the company's success.

Strategic management

Strategic management is the comprehensive process of formulating, implementing, and evaluating decisions and actions that enable an organization to achieve its long-term objectives and gain a competitive advantage. It involves assessing the internal and external factors that affect an organization, setting clear goals and objectives, and developing plans and initiatives to achieve those goals. Aligning projects with organizational strategy is crucial for ensuring that the efforts and resources invested in projects contribute directly to the achievement of the overall goals and objectives of the organization. Aligning projects with organizational strategy offers numerous benefits that contribute to the overall success and effectiveness of the organization. Here are key advantages:

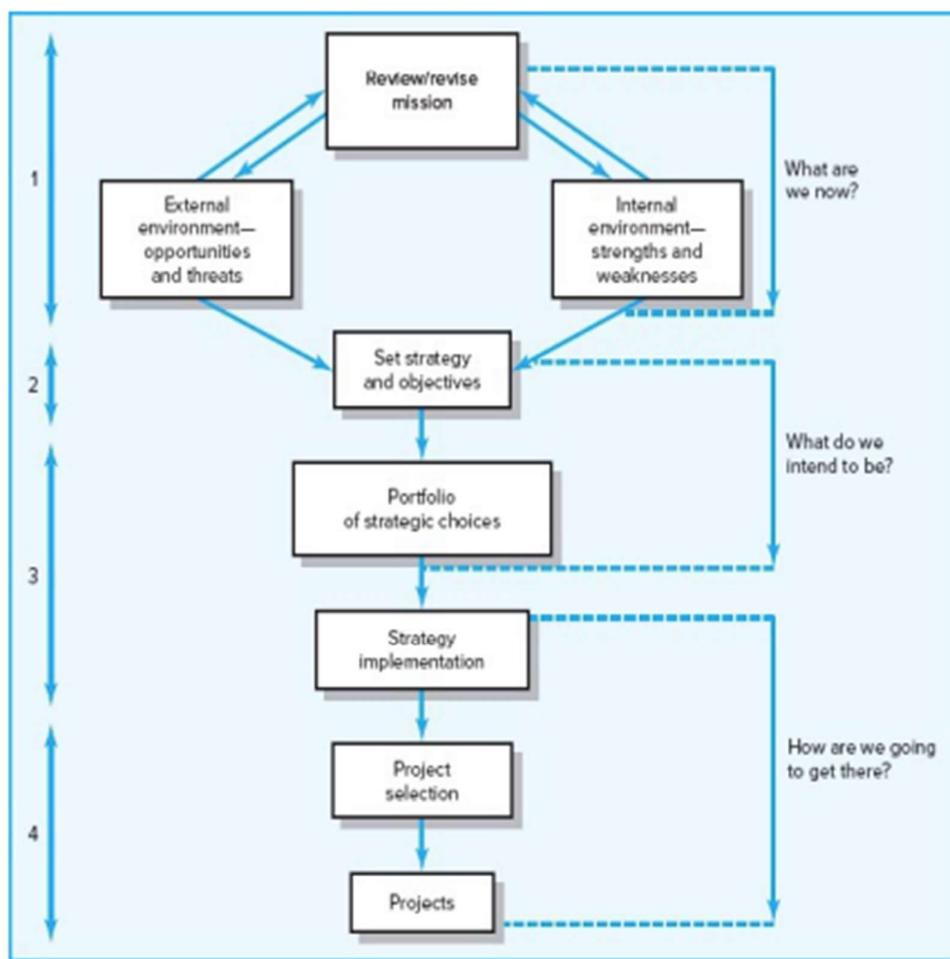
- Strategic Objectives Achievement:
Projects directly contribute to the achievement of organizational strategic objectives. Alignment ensures that resources and efforts are focused on initiatives that matter most to the organization's long-term success.
- Resource Optimization:
Aligning projects with strategy helps optimize resource allocation. Resources, including budget, personnel, and time, are directed toward projects that have the greatest impact on strategic goals.
- Increased Stakeholder Satisfaction:
Stakeholders, including customers, employees, and investors, are more likely to be satisfied when projects align with the organization's strategic direction. This alignment enhances the relevance and value of project outcomes.
- Improved Decision-Making:
Strategic alignment provides a clear framework for decision-making. Project teams can make informed decisions that align with organizational priorities, reducing the likelihood of pursuing projects with limited strategic value.

- Competitive Advantage:

Strategic alignment enables the organization to focus on projects that contribute to a competitive advantage. By pursuing initiatives that differentiate the organization in the market, it strengthens its position against competitors.

Project Strategic Management Process

Strategic management is the process of assessing what we are, and deciding and implementing what we want to be and how we are going to get there. Strategic management refers to responding to changes in external environment and allocating scarce resources of the firm to improve its competitive process. The project strategic management process is a subset of the broader strategic management process, focusing specifically on the development and execution of strategies related to individual projects within an organization. This process ensures that projects align with the overall organizational strategy and contribute to its goals. The following is a process for the same:



- Review and define the organizational mission: Assess and clarify the core purpose and values of the organization. Identify the scope of organisation in terms of its product or service and communicate the purpose to all stakeholders. The mission identifies its goals of survival, growth, and profitability.
- Analyse and formulate strategies: Conduct a thorough analysis (SWOT) of internal and external factors affecting the organization and formulate strategies to achieve its mission. Additionally, evaluation of the past and current position of the enterprise is done.

- Set objectives to achieve strategies: Define specific, measurable, achievable, relevant, and time-bound (SMART) objectives that support the chosen strategies.
- Implement strategies through projects: Translate formulated strategies and objectives into actionable projects. Allocate the resources, ensure that planning and control systems are in place, and all formal and informal approaches are made to support and complement the strategy and projects.

Project Priority System

A project priority system is a method or framework used by organizations to determine and assign priorities to different projects within their portfolio. This system helps in making informed decisions about resource allocation, scheduling, and project management based on the strategic objectives and constraints of the organization. The primary goal is to ensure that projects align with the organization's overall strategy and contribute to its mission and goals. The following are challenges commonly faced in organizations regarding the alignment and execution of projects with the overall organisational strategy:

- Problem 1: The implementation gaps
Lack of understanding and consensus of organizational strategy: There is a challenge in ensuring that top and middle-level managers throughout the organization have a clear and shared understanding of the overall organizational strategy. If there is a gap in comprehension or consensus, it can lead to difficulties in implementing projects that align with the strategic goals.
- Problem 2: Organization Politics
Project selection based on persuasion and power: The selection of projects may not always be based on objective facts and sound reasoning. Instead, it might be influenced by the political dynamics within the organization, where the projects advocated by influential individuals or groups are prioritized over those with stronger strategic alignment.
- Problem 3: Resource Conflicts and Multitasking
Project interdependency and resource sharing: The organization faces challenges related to the interdependence of projects and the need to share resources. This involves situations where resources, such as personnel, equipment, or budget, are required for multiple projects simultaneously. As a result, there may be conflicts and interruptions, with individuals having to switch between tasks on different projects.

Project Portfolio Management

Project Portfolio Management (PPM) is a strategic management process that organizations use to manage a collection of projects and programs in a coordinated way. It involves the centralized management of one or more portfolios to achieve specific organizational objectives. The goal of PPM is to align projects and programs with an organization's strategic goals, optimize resource utilization, and maximize the overall efficiency and effectiveness of the project portfolio. A few benefits of project portfolio management are:

- Builds discipline into project selection process.
- Links project selection to strategic metrics.
- Prioritizes project proposals across a common set of criteria, rather than on politics or emotion.
- Allocates resources to projects that align with strategic direction.
- Balances risk across all projects.
- Justifies killing projects that do not support organization strategy.

- Improves communication and supports agreement on project goals.

Designing a portfolio management system involves creating a structured framework and processes to effectively manage and align a collection of projects and programs with the strategic goals of an organization. When designing, it should also include the following:

- Classification of a project.
- Selection criteria depending on classification.

There are 2 models under selection criteria:

- Financial Models
 - The payback period is a financial metric that calculates the time it takes for an investment to generate cash inflows sufficient to recover the initial investment cost. Shorter payback periods are often considered favourable.
 - Net Present Value is a financial metric that assesses the profitability of an investment by calculating the present value of expected cash inflows and outflows. A positive NPV generally indicates a financially sound project.
- Non-financial models
 - Projects of Strategic Importance refers to projects that align with the strategic goals and objectives of the organization. These projects may contribute to the long-term success and competitive advantage of the firm.
 - Capture Larger Market Share type projects are expected to result in the expansion of the organization's market share. This non-financial criterion emphasizes the strategic significance of gaining a larger presence in the market.
- Sources of proposals.
- Evaluating proposals.

Using the multi weighted scoring model to evaluate project proposals is recommended. This model is a decision-making tool used to evaluate and prioritize various alternatives or options based on multiple criteria. This model assigns weights to different criteria to reflect their relative importance and then scores each alternative against these criteria. The scores are weighted, aggregated, and used to rank the alternatives.

- Managing the portfolio of projects.

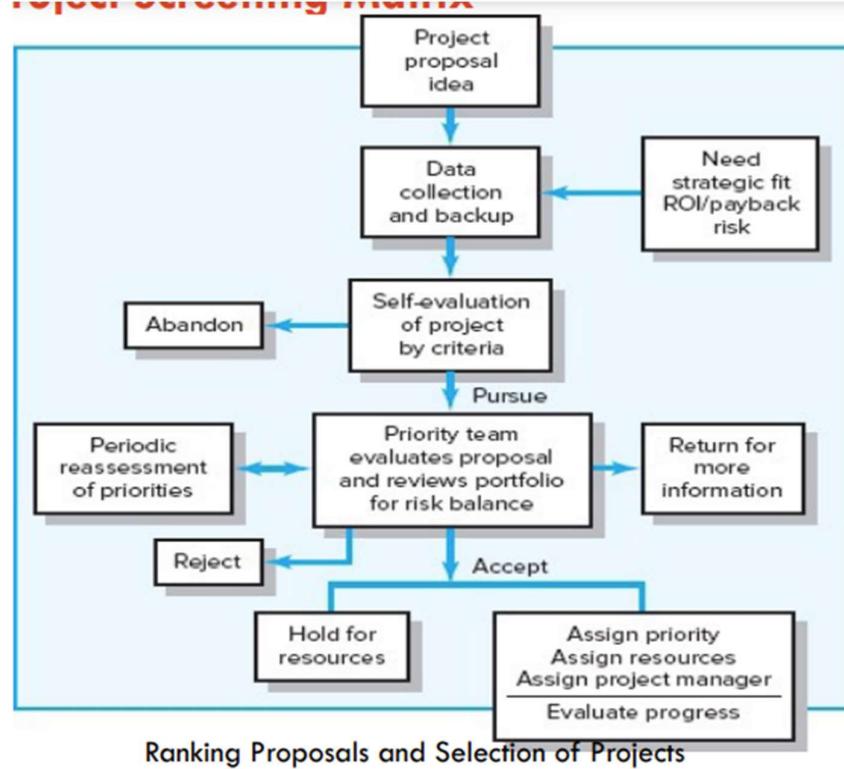
Managing the portfolio of projects refers to the strategic coordination and oversight of a collection of projects within an organization. A project portfolio is a set of projects that are grouped together to achieve specific business objectives and strategic goals. Managing this portfolio involves making decisions about which projects to undertake, how to prioritize them, and how to allocate resources effectively to achieve overall organizational success. A major step in managing the portfolio is selecting a project. This can be done using the following steps:

- Project classification: Decide how well a strategic or operations project fits the organisational strategy.
- Selecting a model: Apply a weighted scoring model to align projects closer with the organisational goals thereby reducing the number of wasteful projects.
- Project screening: Apply the project screening matrix. An example of this is given below:

Criteria Weight	Stay within core competencies	Strategic fit	Urgency	25% of sales from new products	Reduce defects to less than 1%	Improve customer loyalty	ROI of 15% plus	Weighted total
	2.0	3.0	2.0	2.5	1.0	1.0	3.0	
Project 1	1	8	2	6	0	6	5	66
Project 2	3	3	2	0	0	5	1	27
Project 3	9	5	2	0	2	2	5	56
Project 4	3	0	10	0	0	6	0	32
Project 5	1	10	5	10	0	8	9	102
Project 6	6	5	0	2	0	2	7	55
:								
Project n	5	5	7	0	10	10	8	83

Values of 0 to a high of 10 are assigned to each criterion for each project.

For example, project 5 has the highest value of
 $102 [(2 \cdot 1) + (3 \cdot 10) + (2 \cdot 5) + (2.5 \cdot 10) + (1 \cdot 0) + (1 \cdot 8) + (3 \cdot 9) = 102]$



Ranking Proposals and Selection of Projects

WEEK 4

Project Change Management

Project Change Management, often referred to as Change Management within a project context, is a structured approach to transitioning individuals, teams, and organizations from the current state to a desired future state. It involves understanding and managing the impact of changes introduced by a project on people, processes, systems, and organizational culture. The primary goal of Change Management in a project is to increase the likelihood of successful project implementation and to maximize the benefits realized from the changes.

It is the application of change management (CM) methodologies to an individual project to increase its probability of being successful. It is a methodology used to minimize the social, organizational, process, or product changes that could impact the successful implementation of a specific project or program. It does not include job changes to the specific project or program. Change is disruptive when a large gap exists between what happened and what was experienced. It is also defined as the proactive identification and management of modifications to your project.

Project change management cycle

The Project Change Management cycle typically involves several interconnected phases to effectively plan, implement, and sustain changes within a project. The 6 phases of project change management cycle are:

- Cultural or Project Assessment: Assess the current organizational culture and project environment to identify existing norms, values, and potential areas of resistance.
- Inclusion of change management in the organisation's vision, values, and objectives: Ensure that change management is integrated into the broader organizational vision, values, and objectives.
- Development of a Project Change Management plan and combination of that with Project plan: Develop a comprehensive plan that outlines strategies and activities for managing change.
- Pre implementation of activities: Prepare the organization and stakeholders for the upcoming changes.
- Implementation of activities: Execute the planned changes and ensure a smooth transition.
- Measurement of results: Evaluate the effectiveness of the change initiatives and measure the impact on the organization.

The 4 key change management factors

- Process

Process refers to the structured series of activities or steps that an organization follows to achieve specific outcomes. It includes workflows, procedures, and methodologies. Processes are executed by people. The way processes are designed and implemented affects how individuals perform their roles. Processes often rely on technology for efficiency and automation. Changes in processes may necessitate changes in technology systems. Documented processes contribute to organizational knowledge. Knowledge about processes is critical for effective execution and improvement.

- People

People represent the individuals within the organization, including employees, leaders, and stakeholders. Their attitudes, behaviours, and skills influence the success of change initiatives. People execute processes. Their understanding of and adherence to processes impact the efficiency and effectiveness of operations. People use and interact with technology. Their ability to adapt to new systems influences the success of technological changes. People create, share, and apply knowledge. Their expertise contributes to organizational knowledge, and knowledge sharing is vital for learning and adaptation.

- Technology

Technology encompasses the tools, systems, and applications used by an organization to support its operations. It includes hardware, software, and digital platforms. Technology often enables or automates processes. Changes in technology

may require adjustments to existing processes. People interact with and use technology. The usability and acceptance of technology are influenced by individuals' technological proficiency and attitudes. Technology facilitates the creation, storage, and dissemination of knowledge. Digital platforms and tools play a crucial role in knowledge management.

- Knowledge

Knowledge involves information, insights, and expertise that exist within the organization. It includes explicit knowledge (documented) and tacit knowledge (experiential). Knowledge guides process execution. Documented knowledge, such as standard operating procedures, informs how tasks are performed. Knowledge resides in individuals. Effective knowledge sharing among people enhances organizational learning and adaptability. Technology supports knowledge management. Digital platforms can facilitate knowledge sharing and collaboration among individuals.

Project Change Management Methodology

- PCM Planning

Define the level of resistance to change and develop a comprehensive plan for managing change within the project. Identify key milestones, activities, and timelines associated with the change process. Specify the resources required for effective change management.

- Defining roles and developing competencies

Clearly define the roles and responsibilities of individuals involved in the change process. Identify and address competency gaps by providing training and development opportunities. One needs to clearly identify the various roles involved in the process. These are:

- Change agent: A change agent is an individual or group responsible for leading and driving the change process. This role involves actively initiating and managing the change, often serving as a catalyst for organizational transformation. Change agents play a key role in planning, implementing, and sustaining change initiatives.
- Change facilitator: A change facilitator is someone who assists and guides the change process but may not necessarily be the primary driver of the change. This role involves supporting the change agent and helping to create an environment conducive to change. Change facilitators often focus on communication, collaboration, and ensuring that the change process runs smoothly.
- Sustaining sponsor: A sustaining sponsor is a high-level individual within the organization who continues to support and champion the change effort after the initial implementation. This role involves providing ongoing resources, endorsement, and reinforcement to ensure that the change is embedded into the organizational culture. Sustaining sponsors help prevent a relapse into previous behaviours and practices.
- Advocates: Advocates are individuals or groups within the organization who actively promote and support the change. They can be influential stakeholders, team leaders, or employees who believe in the benefits of the change and encourage others to embrace it. Advocates play a crucial role in building momentum, overcoming resistance, and fostering a positive attitude toward change.

- Establish burning platform.

This aligns with the communication and awareness-building phase of change management. Creating a sense of urgency is often a key driver for successful change adoption. Define a situation where the major cost of the status quo becomes prohibitively expensive. In such circumstances, major change is not just a good idea—it is a business imperative.

- Transformation management

This encompasses the implementation and execution of the change plan, addressing challenges, and ensuring that the transformation is effectively managed. Test for gaps in management support (black holes), lack of acceptance of the transformation activities, and loss of commitment to the project.

Project Strategic Management Process

Change is a process, and it has 7 steps. These 7 steps are:

- Phase 1: Clarify the project.

This phase involves clearly defining the objectives, scope, and purpose of the change project. Stakeholders should have a shared understanding of why the change is necessary and what it aims to achieve.

- Phase 2: Announce the project.

Communication is key in this phase. The change is officially announced to the organization. Clear, transparent, and timely communication helps manage expectations and addresses initial concerns.

- Phase 3: Conduct the diagnosis.

In this phase, a comprehensive assessment of the current state of the organization is conducted. This involves identifying areas that require change, understanding challenges, and gathering relevant data.

- Phase 4: Develop an implementation plan.

A detailed plan is developed based on the findings from the diagnosis phase. The plan includes specific actions, timelines, resource requirements, and responsibilities for implementing the change.

- Phase 5: Execute the plan.

The actual implementation of the change plan occurs in this phase. Activities are carried out according to the established timeline, and teams work to bring about the desired changes.

- Phase 6: Monitor the progress & problems.

Ongoing monitoring is crucial to track the progress of the change initiative. Any problems or challenges that arise during implementation are identified, addressed, and, if possible, resolved promptly.

- Phase 7: Evaluate the results.

After the change has been implemented, an evaluation is conducted to assess its impact. This phase involves analysing whether the objectives were met, gathering feedback, and identifying lessons learned for future initiatives.

Project Change Management Risk factors

Project change management, like any other aspect of project management, comes with its own set of risk factors.

- Cost of status quo

The existing state or current practices may be perceived as comfortable or less risky, leading to resistance to change. People may resist the change, affecting the

project's success. To tackle this, we can use the following rubric to explain the change and benefits it can bring:

	Problem	Opportunity
Current	Situation: "We're in trouble now."	Situation: "If we act immediately, we can take advantage of this situation."
Anticipated	Situation: "We're going to be in trouble."	Situation: "In the future, we could be in a position to profit from what is going to happen."

- Vision clarity
Lack of a clear and compelling vision for the change may result in confusion and resistance. Without a clear vision, stakeholders may not understand the purpose or benefits of the change. This vision should be in parallel with the organization vision as well.
- Sponsor's commitment
Inadequate commitment or support from project sponsors may result in insufficient resources or authority for effective change. The project may lack the necessary support to overcome obstacles and achieve its objectives.
- Change agent/advocacy skill!
Inadequate skills or effectiveness of change agents and advocates may lead to ineffective communication and influence. Stakeholders may not be persuaded or motivated to embrace the change.
- Target response
Unpredictable or negative responses from those affected by the change. Resistance or lack of cooperation may hinder the implementation process.
- Culture/Organisational alignment
Misalignment of the change with the existing organizational culture and practices. Cultural clashes or a lack of alignment can impede the integration of the change into daily operations. Attempts to introduce changes that are radically different than the existing culture usually are not successful whereas attempts to introduce changes that are generally consistent with the current culture is usually successful.
- Internal and external organizational events
Unforeseen events within or outside the organization that divert attention or resources from the change initiative. The change may be overshadowed or impacted by unexpected events.
- Implementation architecture
Inadequate planning or structure for implementing the change. Poorly designed implementation strategies may lead to confusion and project failure.

When to use project change management?

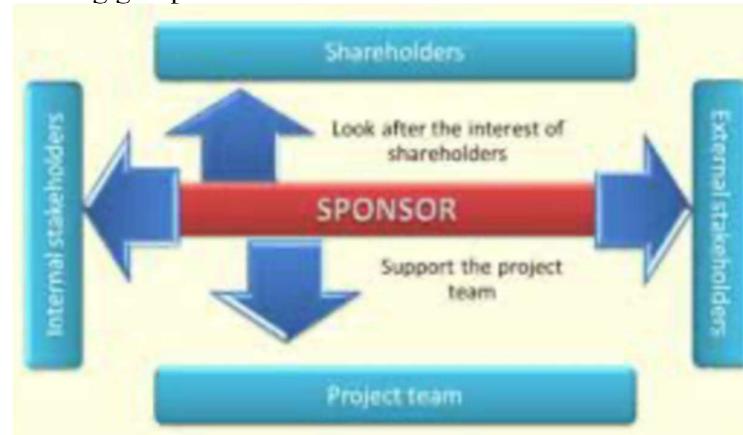
Project change management is essential in various situations to ensure successful transitions and achieve project objectives. We can use it when there is a major project undertaking, or there is a high cost if the implementation fails. PCM can also be used when there is high risk that certain human factors could result in implementation failure or when the project outcome is not in line with the organisation culture.

WEEK 5

Project Sponsor

A project sponsor is an individual with overall accountability of the project. The major role of the sponsor is as follows:

- Provides business context, expertise, and guidance to the project manager and the team.
- Champions the project, including “selling” and marketing it throughout the organization to ensure capacity, funding, and priority for the project.
- Acts as an escalation point for decisions and issues that are beyond the authority of the project manager.
- Acts as an additional line of communication and observation with team members, customers, and other stakeholders.
- Acts as the link between the project, the business community, and strategic level decision-making groups.



The responsibilities of the Project Sponsor is as follows:

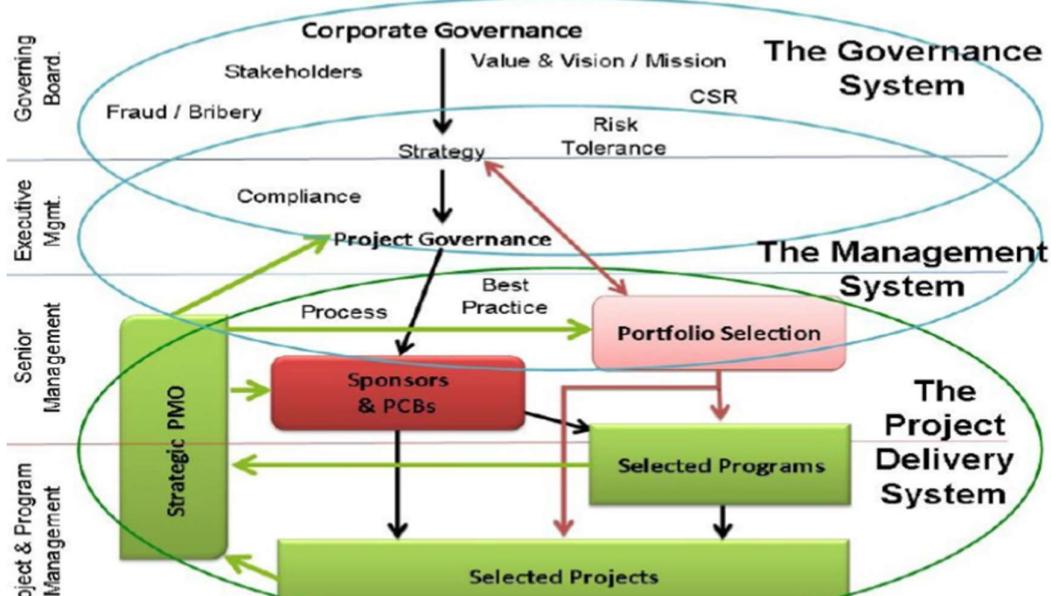
- Vision
 - Ensure the validity of the business case and the viability of the business proposition,
 - Ensure ongoing alignment to business objectives,
 - Informally interact with the project team and other key stakeholders to stay informed of trends and events within the project (and ensure the project remains viable), and
 - Define project success criteria that align with the business objectives.
- Governance
 - Prioritize the initiative and ensure it is launched and initiated properly,
 - Serve as a voice for the project and ensure appropriate organizational priority is given to it throughout,
 - Assemble and provide on-going support for the project organization,
 - Identify roles and reporting structure,
 - Serve as an escalation point for issues and other matters and obstacles that are beyond the control of the project manager, and
 - Provide financial resources for the project and approval on go/no go decisions regarding progress and phases.
- Value and Benefits
 - Ensure risks and changes are managed properly and sufficiently and make associated decisions.
 - Ensure control mechanisms and reviews are in place.
 - Ensure the project delivers the intended value.

- Evaluate progress and status.
- Approve deliverables.
- Make go/no go decisions, and
- Be responsible for the overall quality, value, and benefits for the project, from process to the product.

The project sponsors are involved in the following stages of the project:

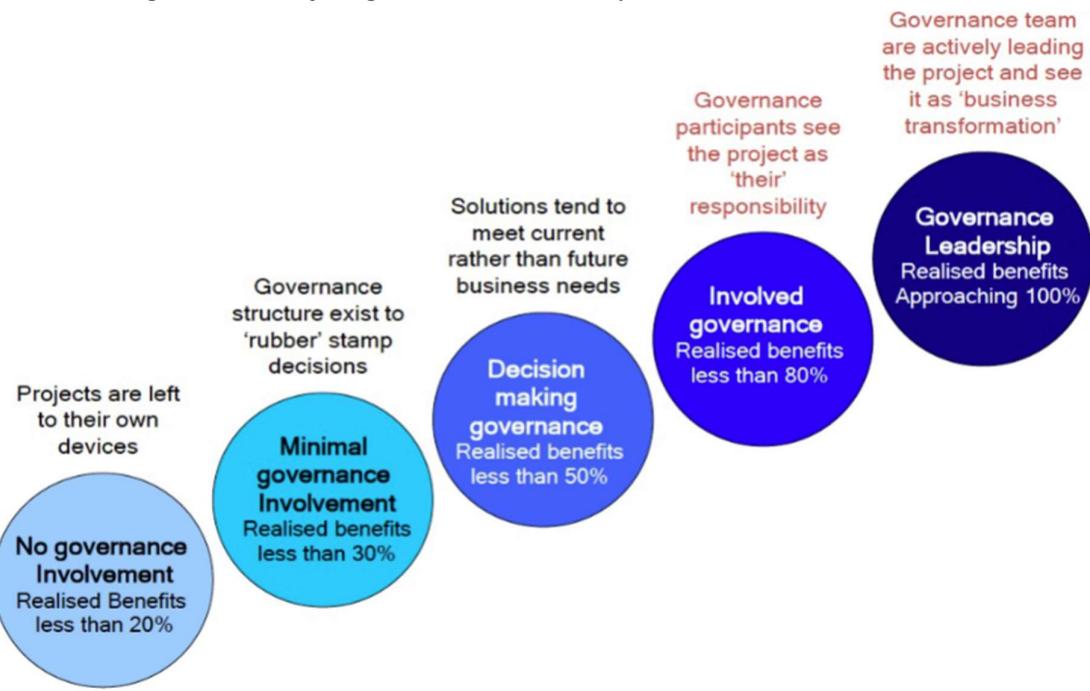
PROJECT STAGE	KEY SPONSOR BEHAVIOR
Initiating Stage	<ul style="list-style-type: none"> • Set performance goals • Select and mentor project manager • Establish priorities
Planning Stage	<ul style="list-style-type: none"> • Ensure planning • Develop relationships with stakeholders
Executing Stage	<ul style="list-style-type: none"> • Ensure adequate and effective communication • Maintain relationships with stakeholders • Ensure quality
Closing Stage	<ul style="list-style-type: none"> • Identify and capture lessons learned • Ensure capabilities and benefits are realized

Relation between Governance and Project Sponsors



The project governance framework.

The following are the Project governance maturity levels:



Governance effects on Project Success

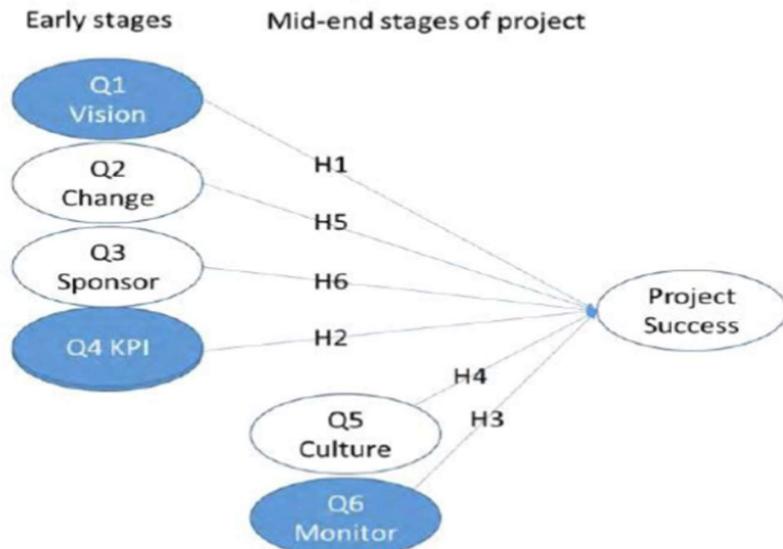
Governance plays a critical role in determining the success of a project. Effective governance provides a framework for decision-making, accountability, and oversight throughout the project lifecycle. Here are some keyways in which governance can impact project success:

- Clarity of Objectives:
Governance helps define and communicate project objectives clearly. When all stakeholders understand the goals and expectations, it becomes easier to align efforts and resources toward successful project outcomes.
- Decision-Making:
A well-defined governance structure establishes decision-making processes. This clarity ensures that decisions are made efficiently and by the right people. Timely and informed decision-making is crucial for keeping a project on track.
- Risk Management:
Governance frameworks often include risk management strategies. Projects inevitably face uncertainties, and effective governance helps identify, assess, and mitigate risks. Proactive risk management contributes to project resilience and success.
- Accountability:
Governance defines roles and responsibilities, creating a system of accountability. When team members and stakeholders know their roles, it fosters a sense of responsibility and ownership, reducing the likelihood of issues slipping through the cracks.
- Resource Allocation:
Governance helps allocate resources efficiently. This includes not only financial resources but also human resources, time, and technology. Optimizing resource allocation enhances the likelihood of meeting project milestones and objectives.

- Communication:
Clear communication is vital for project success, and governance structures often include communication plans. Effective governance ensures that information flows appropriately among team members and stakeholders, reducing the risk of misunderstandings.
- Monitoring and Control:
Governance provides mechanisms for monitoring project progress and performance. Regular reviews and assessments allow for adjustments to be made as needed, helping to keep the project on course and within scope.
- Adaptability:
Projects often encounter changes in scope, requirements, or external factors. Governance frameworks should include mechanisms for adapting to change while maintaining project objectives. This flexibility is crucial for success in dynamic environments.
- Stakeholder Engagement:
Governance facilitates engagement with stakeholders. Involving key stakeholders in decision-making and keeping them informed fosters a sense of partnership and ensures that the project aligns with broader organizational goals.
- Quality Assurance:
Governance supports the establishment of quality standards and processes. This ensures that the project delivers a product or service that meets or exceeds the specified requirements and expectations.

Project Governance Model

A project governance model is a structured framework that defines the roles, responsibilities, decision-making processes, and overall structure for managing and overseeing a project. It provides the guidelines and rules that govern how a project is planned, executed, monitored, and controlled throughout its lifecycle. The goal of a project governance model is to ensure that the project aligns with the organization's objectives, remains on track, and delivers successful outcomes. The following is one such model:



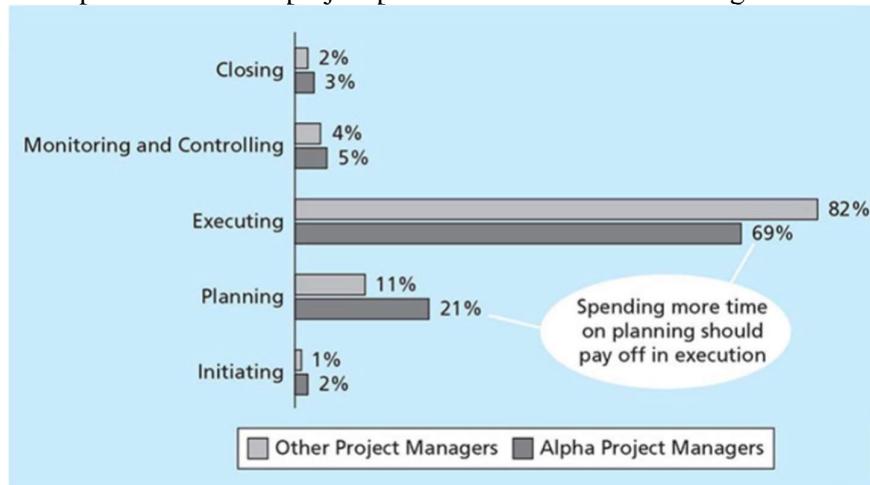
- Q1: Vision
- Q2: Change
- Q3: Sponsor

- Q4: KPI
- Q5: Culture
- Q6: Monitor
- H1: Project success increases when governance arrangements require stakeholders to agree on the benefits to be realised.
- H2: Project success increases when governance arrangements put in place a KPI to measure the benefits realised.
- H3: Project success increases when governance arrangements include monitoring against the KPI.
- H4: Project success increases when governance arrangements develop a project culture where all stakeholders feel free to raise issues about unexpected events as they arise.
- H5: Project success increases when governance includes evaluation of whether the changes required to realise the benefits can be implemented.
- H6: Project success increases when governance arrangements delegate accountability for the benefits to a project sponsor with the passion to drive through the required change.

WEEK 6

Introduction

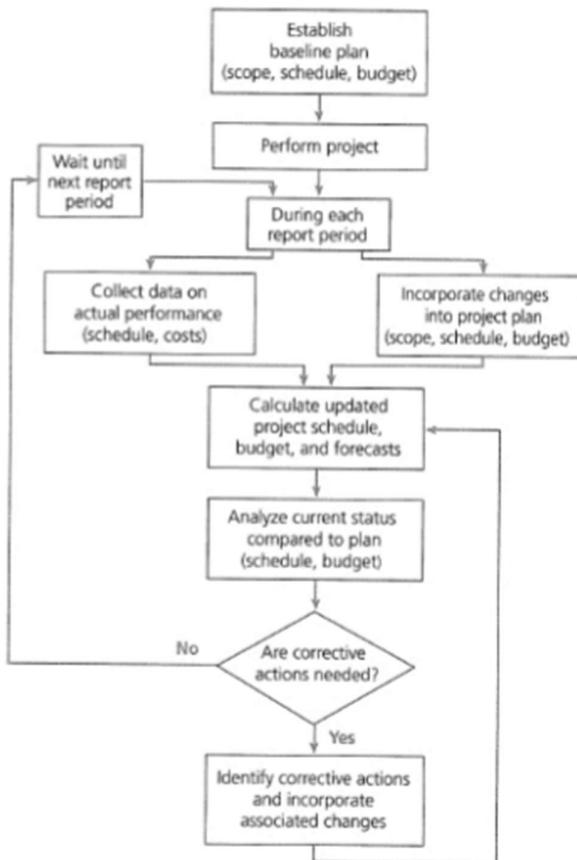
A lot of time is spent on different project processes. A few of them are given below:



- Project implementation is all about coordinating people and other resources to carry out the various plans and create the products, services, or results of the project or phase.
- Project monitoring and control include regularly measuring and monitoring the progress to ensure that the project team meets the project objectives. The project manager and staff monitor measure process against the plans and take corrective action when necessary.

Project Control Process

The project control process is a set of activities and techniques used in project management to ensure that a project progresses according to plan, stays on track, and meets its objectives. This process involves monitoring, measuring, and regulating various project elements to maintain control over the project's scope, schedule, budget, quality, and other key aspects. The steps to the control process are as follows:



Change Control

Change control, also known as change management or change control process, is a systematic approach to managing any alterations to a project's scope, schedule, budget, or other critical elements. The primary purpose of change control is to ensure that changes are documented, evaluated, approved, and implemented in a controlled and systematic manner. This helps prevent unapproved or unmanaged changes from negatively impacting the project's objectives.

The main objectives of change control are:

- To ensure that changes are beneficial and that a project is successful, project managers and their teams must make trade-offs among key project dimensions, such as scope, time, cost, and quality.
- To determine that a change has occurred, the project manager must always know the status of key project areas. In addition, the project manager must communicate significant changes to top management and key stakeholders. Top management and other key stakeholders do not like surprises, especially ones that mean the project might produce less, take longer to complete, cost more than planned, or create products of lower quality.
- Managing change is a key role of project managers and their teams. It is important that project managers exercise discipline in managing the project to help minimize the number of changes that occur.

A Change Control System is a structured and formalized process used in project management to manage and control changes to a project's scope, schedule, budget, or other critical elements. The system ensures that changes are properly documented, evaluated, approved, and implemented in a controlled manner. It also describes the people authorized to make changes, the paperwork required for these changes, and any automated or manual tracking systems the project will use. A change control system often includes a change control board, configuration management, and a process for communicating changes.

- Change Control Board

A Change Control Board is a group of individuals responsible for reviewing, evaluating, and approving or rejecting proposed changes to a project. The board typically includes key stakeholders, project managers, subject matter experts, and sometimes external experts. The CCB ensures that changes align with project objectives, are thoroughly analysed, and do not negatively impact project scope, schedule, or budget. It serves as a decision-making authority in the change control process.

- Configuration management

Configuration management is a systematic approach to identifying, documenting, and controlling the functional and physical characteristics of a project's deliverables, such as products, systems, or software. In the context of a change control system, configuration management helps maintain consistency and integrity in project components. It involves establishing baselines, version control, and tracking changes to project artifacts. Configuration management ensures that the project team is working with the correct and approved versions of project documents and deliverables.

- Process for communicating changes.

This component refers to the structured process for communicating changes throughout the project team and relevant stakeholders. Communication is a critical aspect of change management, and a well-defined process helps ensure that all stakeholders are informed about proposed changes, their status, and any decisions made by the Change Control Board. Effective communication minimizes confusion, manages expectations, and fosters transparency in the change control process.

Monitoring and Controlling Risk

Monitoring and controlling risks in the context of project management involve ongoing activities aimed at tracking identified risks, assessing their status, and implementing responses to mitigate or respond to these risks. It is also responsible for identifying new risks and planning for them. Furthermore, risk reclassification, and risk reporting is a major part of this step.

Controlling Quality

Controlling quality in project management involves activities and processes to ensure that project deliverables meet the specified quality standards and that the project processes are conducted efficiently.



Controlling Scope

Controlling scope in project management involves managing changes to the project scope to ensure that the project stays on track and delivers the agreed-upon objectives. The key benefit of this process is that the scope baseline is maintained throughout the project.

PRINCE2 guidance on controlling stage

PRINCE2 (PRojects IN Controlled Environments) provides guidance on controlling a project stage through its structured project management methodology. Controlling a stage is one of the seven principles of PRINCE2, and it involves monitoring, reviewing, and adjusting the project's progress to ensure that it remains on track. The objectives of the Controlling a Stage process in PRINCE2 are designed to ensure effective management and control of a project stage. This process plays a crucial role in monitoring progress, managing issues and risks, and maintaining overall control of the project. Here are the primary objectives of the Controlling a Stage process in PRINCE2:

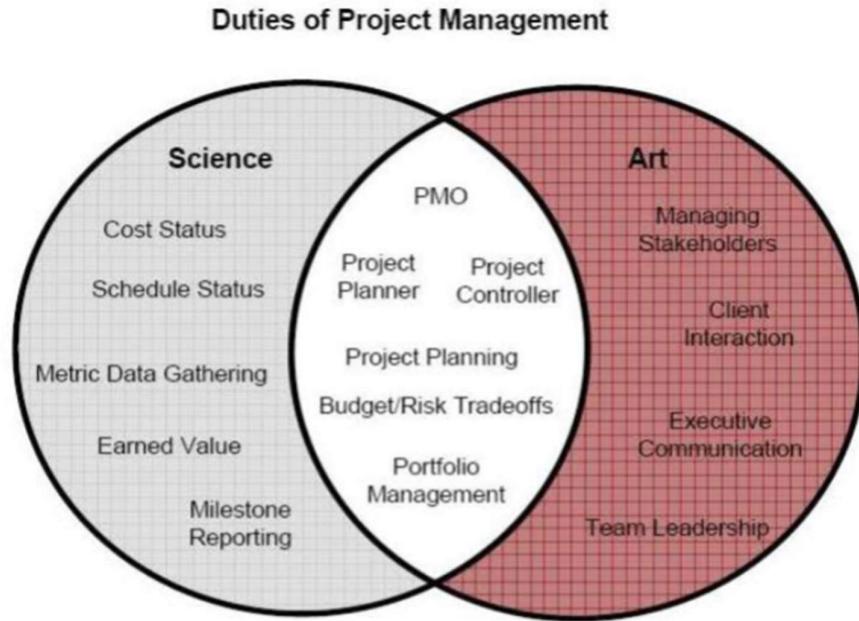
- To continuously monitor the actual progress of the stage against the planned progress.
- To identify, document, and manage issues and risks that may impact the successful completion of the stage.
- To grant authority to team managers to proceed with the work defined in the work packages.
- To provide regular reports that highlight the progress and status of the project stage.
- To assess and manage changes to the project's baselines, ensuring that any deviations are controlled and authorized.
- To conduct a comprehensive review of the current stage's performance and assess the readiness for the next stage.
- To maintain overall control and governance of the project stage, ensuring that it aligns with the project objectives and organizational standards.

Project Success

Project success is a multifaceted concept that can be defined and measured in various ways depending on the perspectives and objectives of stakeholders involved. A successful

project is not just about managing change, but about managing relationships, and managing uncertainty.

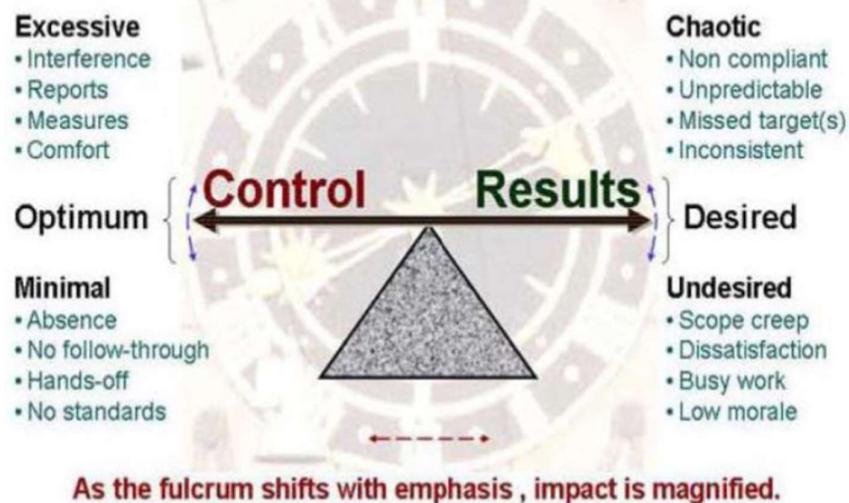
Project management is both a science and art. It is the science of controlling the triple constraints, and it is an art to understand expectations of key stakeholders.



Control vs Results

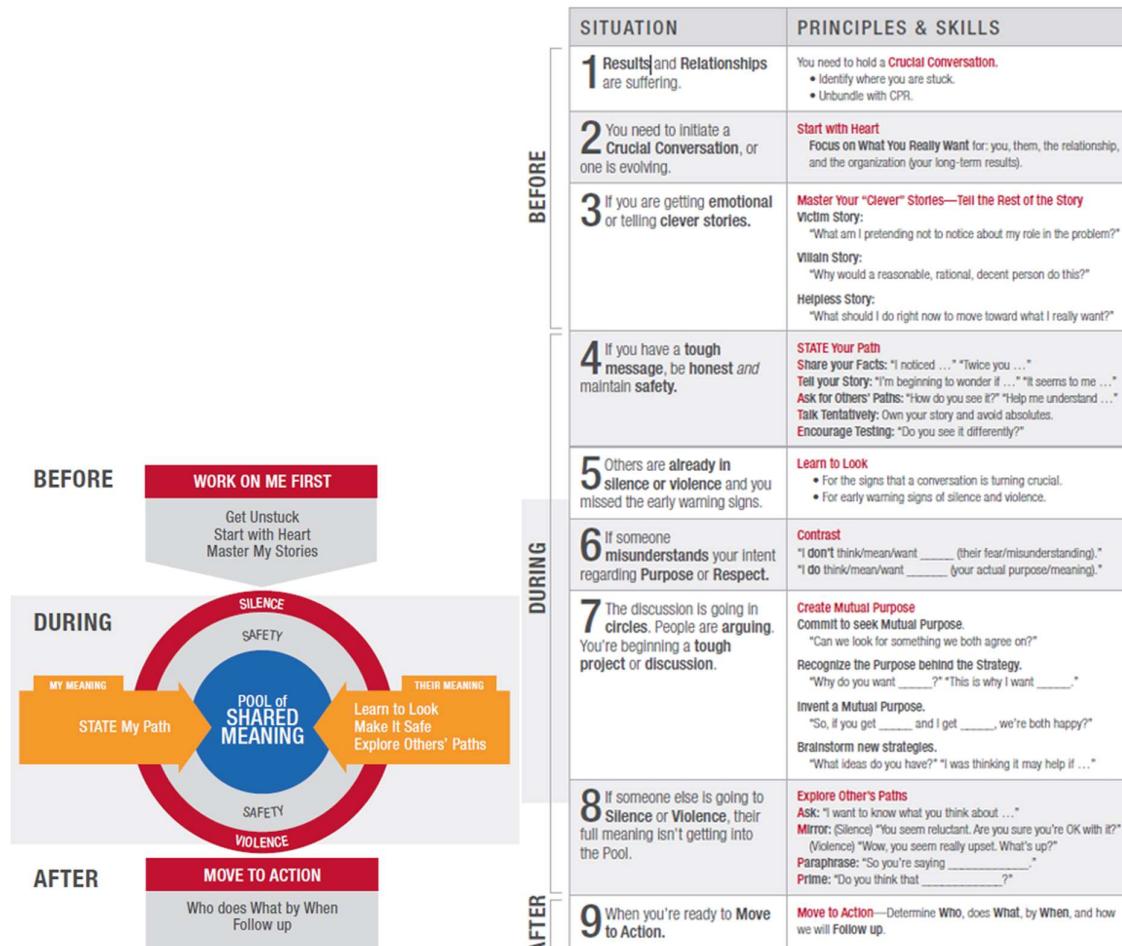
The comparison between control and results in the context of project management often reflects a balance that project managers need to strike. Control in project management refers to the ability to regulate, manage, and direct various aspects of a project to ensure that it adheres to the planned objectives, constraints, and requirements. Results refer to the actual outcomes and achievements of the project, often measured against the intended objectives and expected benefits.

As control rises, results decrease.



WEEK 7

The law of Crucial Conversations



- Keep the communication space a safe space where people can open up and speak clearly.
- The major principles of making a safe space are:
 - Mutual purpose
 - Mutual respect
 - Mutuality
 - Establish safety
 - Step out of the content, rebuild safety, step back in
- Skills required for establishing a safe environment:
 - Apologize when appropriate.
 - Contrast to fix misunderstandings.
 - Use a don't/do statement.
 - Prevention and first aid.
 - Create a mutual purpose.
 - Commit to seeking mutual purpose.
 - Recognise the purpose behind the strategy.
 - Invent a mutual purpose.
 - Brainstorm new strategies.

Importance of good communication:

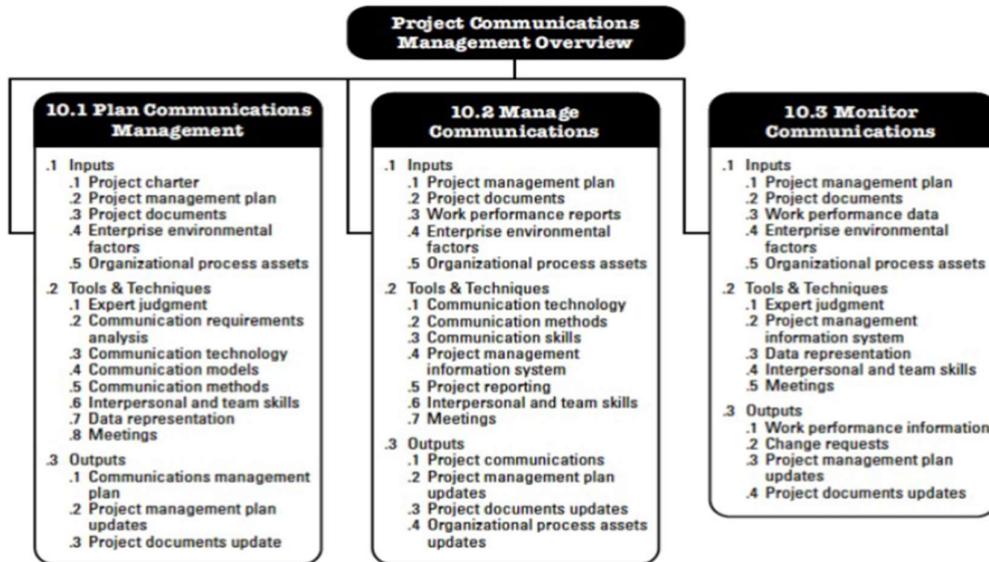
- Advanced projects often involve intricate processes, technologies, and multiple interconnected tasks. Clear communication is essential to convey complex information in a way that all stakeholders can comprehend, reducing the risk of errors and misunderstandings.
- Advanced projects may require collaboration among experts from different disciplines. Effective communication ensures that specialists with diverse backgrounds can understand and integrate their expertise seamlessly, fostering innovation and problem-solving.
- In complex projects, risks are inherent. Good communication is vital for identifying, assessing, and mitigating risks. Timely and transparent communication allows project teams to address potential issues before they escalate.
- Advanced projects typically involve a wide range of stakeholders, including executives, team members, clients, and regulatory bodies. Effective communication strategies help in engaging stakeholders at various levels, ensuring alignment with project objectives and expectations.
- Advanced projects often leverage sophisticated technologies. Communicating about these technologies, their functionalities, and integration processes is crucial to ensure that the team members understand how to use them optimally.
- In advanced project management methodologies like Agile, constant, and transparent communication is a fundamental principle. Regular updates, feedback loops, and collaboration are emphasized to adapt to changing requirements and deliver value iteratively.
- Clear communication is necessary for efficient resource allocation. Advanced projects may involve intricate resource management, and effective communication helps in ensuring that resources are allocated based on project priorities and constraints.
- In advanced projects, decisions may have far-reaching implications. Transparent communication about decision-making processes, the rationale behind decisions, and their impact on the project is crucial for maintaining trust and accountability.
- Advanced projects often undergo changes in scope, requirements, or technologies. Communicating these changes effectively helps in managing expectations, addressing concerns, and ensuring that all stakeholders are on the same page.
- Advanced project management often involves sophisticated performance measurement metrics. Communicating these metrics, their significance, and the implications for the project's success ensures that the team is focused on key performance indicators.

Project Communication Management

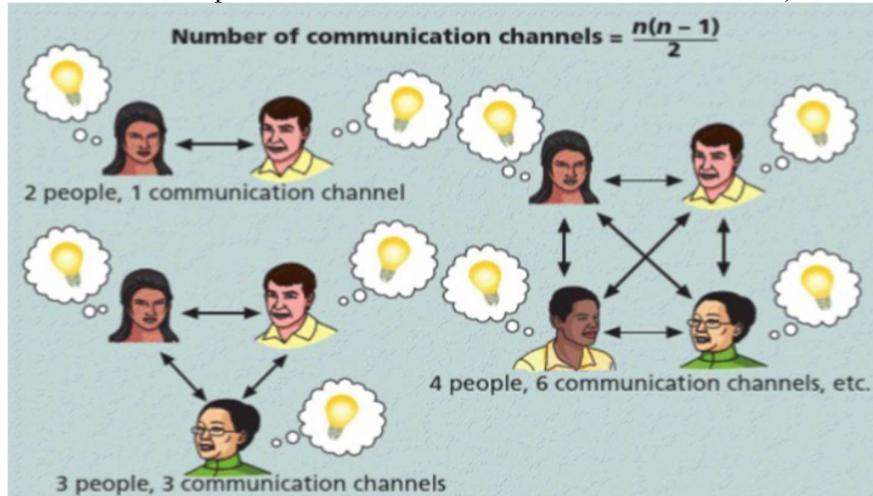
Project Communication Management is a crucial knowledge area in project management that focuses on planning, executing, and monitoring communication processes throughout a project's lifecycle. Effective communication is vital for project success, and this knowledge area provides a framework for ensuring that information is shared appropriately among stakeholders. A few things to consider when planning for the communication management:

- Stakeholder Analysis:
 - Identify all stakeholders involved in the project.
 - Determine their communication needs, expectations, and preferred channels.
 - Classify stakeholders based on their influence, interest, and impact on the project.

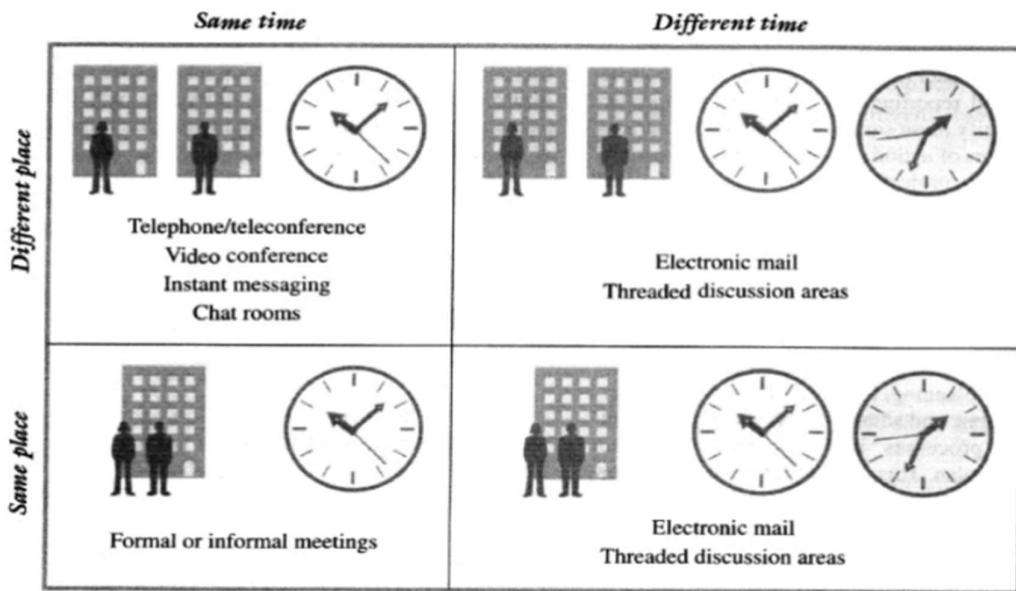
- Project Objectives:
 - Understand the project's goals and objectives.
 - Align communication efforts with project objectives to ensure relevance.
- Communication Requirements:
 - Define the information that needs to be communicated.
 - Determine the frequency, format, and level of detail required for different messages.
- Communication Channels:
 - Identify and select appropriate communication channels (meetings, emails, project management tools, etc.).
 - Consider the preferences and accessibility of the target audience.



Project communication mechanisms refer to the various channels, tools, and processes used to facilitate communication within a project. Effective communication is critical for project success, and employing suitable mechanisms ensures that information is shared efficiently among team members and stakeholders. A few examples are meetings, Email, Project Management Software, Document Sharing Platform, Collaboration tools, Status Reports, Dashboards, Project Websites, social media, Gestures etc. The number of communication channels depends on the number of members involved in it, as seen below:



Communication and Collaboration matrix



Improving Project Communications

- Determine if a meeting can be avoided.
- Define the purpose and intended outcome of the meeting.
- Determine who should attend the meeting.
- Provide an agenda to participants before the meeting.
- Prepare handouts, visual aids, and make logistical arrangements ahead of time.
- Run the meeting professionally.
- Set the ground rules for the meeting.
- Build relationships.

Conflict Handling Modes

Handling conflicts in a project requires effective communication and conflict resolution strategies. Here are some common modes of handling conflicts:

- Confrontation:
 - Involves addressing the conflict directly and assertively.
 - Encourages open communication about the issues at hand.
 - Effective when transparency and resolution are paramount.
- Compromise:
 - Involves finding a middle ground that partially satisfies all parties.
 - Requires a willingness to give up some preferences to reach an agreement.
 - Effective when a quick resolution is needed, and the issue is not critical.
- Assertiveness:
 - Involves clearly expressing one's needs, concerns, and boundaries.
 - Important for ensuring that individual perspectives are heard and understood.
 - Balances assertiveness with respect for others' perspectives.
- Accommodation:
 - Involves one party giving in to the demands or preferences of another.
 - Appropriate when the issue is more important to one party than the other.
 - Can lead to resentment if used excessively.

- Competing:
 - Involves pursuing one's interests at the expense of others.
 - Appropriate when quick, decisive action is needed.
 - May damage relationships if overused and can lead to win-lose outcomes.
- Avoidance:
 - Involves ignoring or sidestepping the conflict.
 - Appropriate when the issue is trivial or when addressing it could lead to more significant problems.
 - Not suitable for long-term conflict resolution or when issues need to be addressed.

WEEK 8

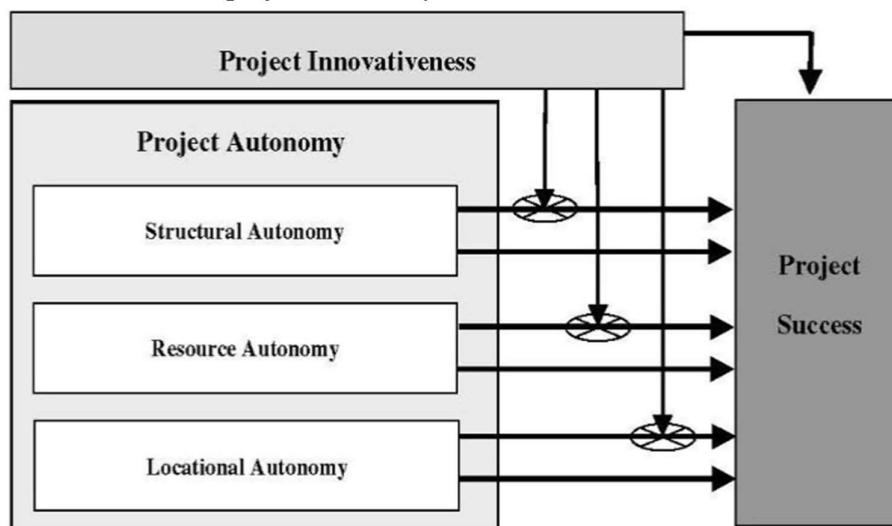
Project Performance Management

Project performance refers to the degree to which a project meets its objectives and delivers the planned outcomes within the defined constraints of time, cost, scope, quality, and other relevant factors. It involves assessing and evaluating various aspects of the project throughout its life cycle to ensure that it is progressing as planned and achieving the desired results. Measuring project success and benefits involves assessing the extent to which a project has achieved its objectives and delivered value to stakeholders. Various metrics and criteria can be used to evaluate success and benefits such as:

- Schedule adherence
- Budget adherence
- Scope adherence
- Quality adherence
- Stakeholder satisfaction
- Team performance
- Adaptability to change.
- Communication effectiveness

Project performance measurement

A new approach is required for measuring project success. This approach takes into consideration not only the triple constraint adherence, quality adherence, and others, but also project innovativeness, and project autonomy.



Calculating project success based on project innovativeness and project autonomy involves assessing how well a project performs in terms of introducing innovative elements and the degree of autonomy it has in terms of structure, resources, and location. A few metrics for each are given below:

- Project innovativeness
 - Number of innovations
 - Impact of innovations
 - Stakeholder feedback
 - Comparative analysis
- Structural Autonomy
 - Decision making independence.
 - Organisational integration
 - Flexibility and adaptability
- Resource autonomy
 - Budget control
 - Resource allocation
 - Procurement independence
- Locational autonomy
 - Physical location control
 - Global collaboration
 - Local adaptation

Overall project success can be calculated by combining the innovativeness and autonomy scores.

Balanced Scorecard

The Balanced Scorecard (BSC) is a strategic performance management tool that helps organizations translate their vision and strategy into specific objectives and actions. It provides a balanced view by considering both financial and non-financial performance metrics. The primary goal is to ensure that all levels of an organization are aligned with its strategic objectives and are working together to achieve them. The Balanced Scorecard typically consists of four perspectives, each representing a different aspect of the organization's performance:

- Financial Perspective:
Focuses on financial goals and performance metrics that indicate the organization's financial health and success. This may include measures like revenue growth, profitability, and return on investment.
- Customer Perspective:
Concentrates on customer-related objectives and metrics that reflect how well the organization is meeting customer needs and expectations. This perspective often includes measures such as customer satisfaction, market share, and customer retention.
- Internal Business Processes Perspective:
Emphasizes the internal processes that are critical for achieving the organization's strategic objectives. It includes measures related to operational efficiency, quality, innovation, and other key processes.
- Learning and Growth (or Employee) Perspective:
Addresses the organization's capacity for learning, adaptation, and growth. It includes metrics related to employee training, skill development, employee satisfaction, and other factors that contribute to the organization's ability to innovate and improve.

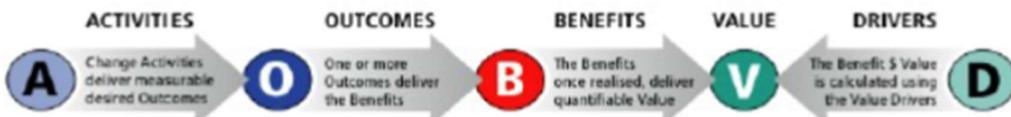
Value Delivery Lenses



The four perspectives - we call them ‘lenses’ – successfully maximizing business value in projects, are:

- the investment, portfolio “long-term business strategy” lens - investor
- the business, value and governance “value maximization” lens - owner
- the project/cost control lens - builder
- the technical delivery lens – craftsman

The Value Equation™

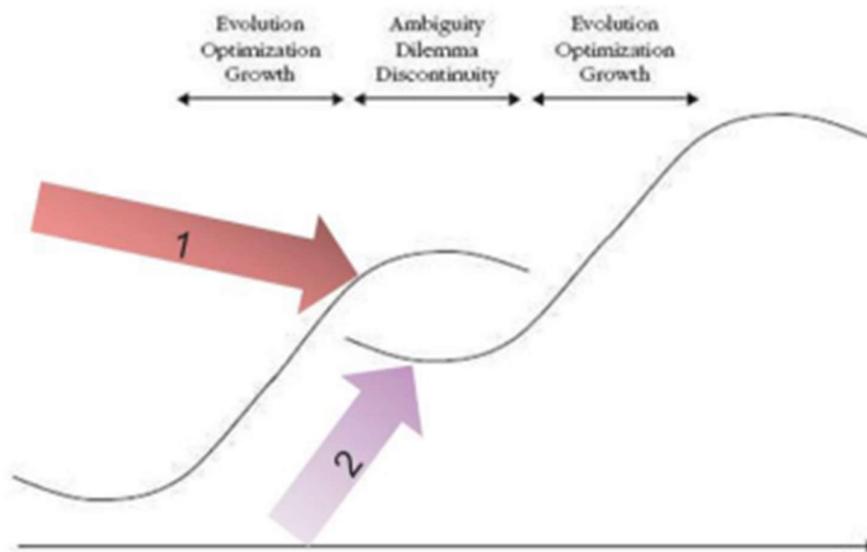


Understanding benefits

- ₹ 'Value' is more than just dollars
- 📍 'Tangible' means 'measurable' (not just financially measurable)
- 🎯 Every benefit needs to be measurable
- ⌚ Because a benefit is not financially measurable does not diminish its importance
- ⚠ Track and measure the realisation of the outcomes, benefits and the value separately
- 📊 Diminished outcomes = diminished benefits = diminished value, so govern the outcomes!
- 📈 Changes to the value drivers can change the value and project viability, so govern the value drivers

WEEK 9

Need for Evolution



We have reached the limits of project management and top management support has been found to be more important. New methodologies have been proposed but have not been receptive by the top managers yet. A new discipline is emerging which continues the legacy of Project management by involving top management.

Programme Management

Programme management, often spelled "program management," is a strategic approach to managing and coordinating a group of related projects and activities to achieve a set of strategic goals or benefits. A program is a collection of projects that are managed and coordinated together to achieve outcomes and benefits that may not be attainable if the projects were managed individually.

Portfolio Management

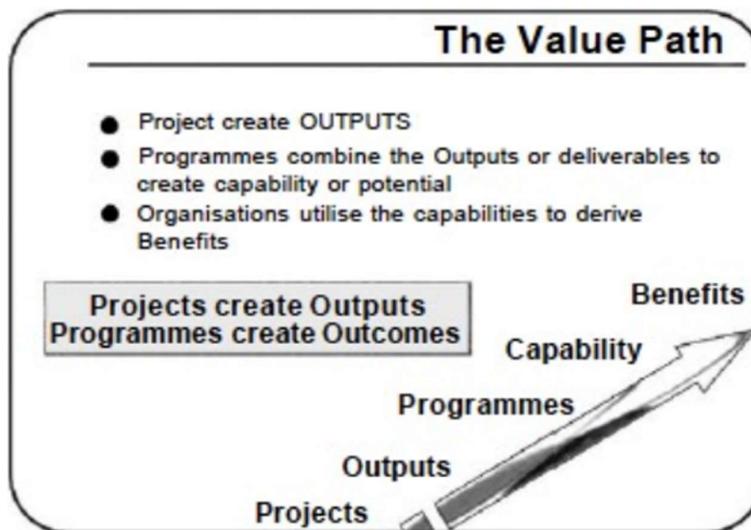
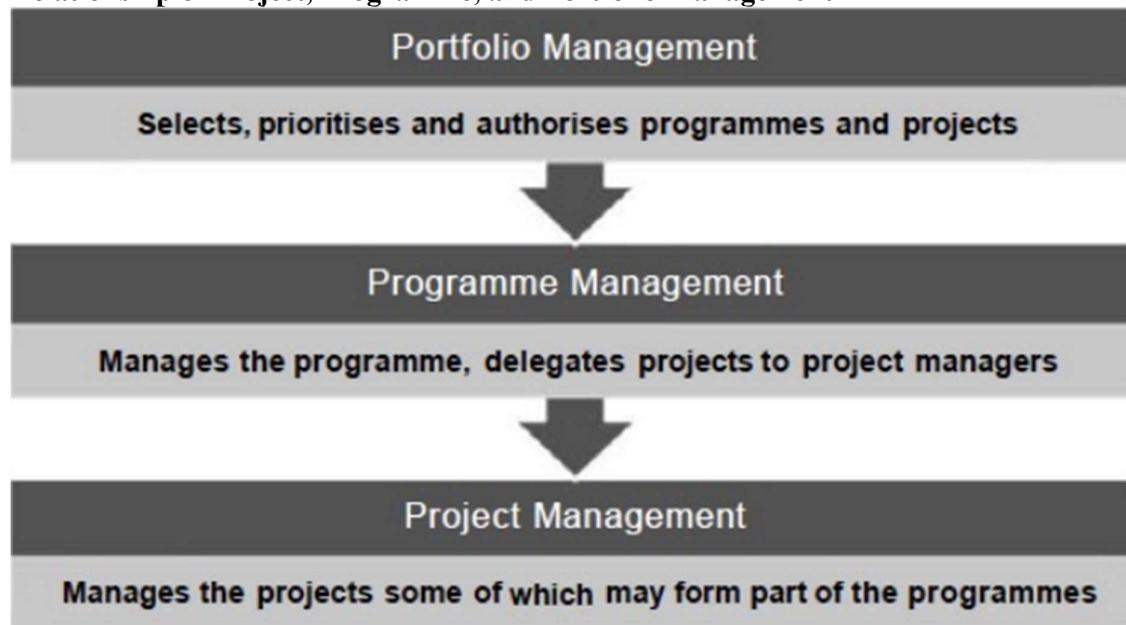
Portfolio management, in the context of project and organizational management, refers to the coordinated management of a collection of projects, programs, and other initiatives to achieve strategic objectives. A portfolio is a collection of projects and programs that are grouped together based on their shared strategic goals, priorities, and dependencies. Portfolio management involves selecting, prioritizing, and overseeing the execution of projects and programs to ensure that they collectively contribute to the organization's overall success.

"Mature portfolio management" refers to the advanced and well-developed state of an organization's portfolio management practices. In the context of project and program management, portfolio management maturity indicates the organization's ability to effectively and strategically manage a collection of projects and programs to achieve its overall objectives. A mature portfolio management approach is characterized by a high level of sophistication, integration, and optimization in handling various aspects of the project and program portfolio.

Project Management vs Programme Management vs Portfolio Management

ASPECT	PROJECT MANAGEMENT	PROGRAMME MANAGEMENT	PORTFOLIO MANAGEMENT
Scope	A narrow scope focused on delivery of defined products.	A wide scope, focused on delivery of a capability (or set of capabilities) that will make possible the realisation of expected business benefits.	All the initiatives (programmes and projects) for the organisation as a whole, or for a particular domain within the organisation.
Success criteria	On-time, on-budget, on-specification creation of the defined products.	The realisation of the expected business benefits.	The overall contribution to the organisation's strategy of its complete portfolio of programmes and projects.
Approach to change	Projects should be clearly defined before they start. Change should be strictly controlled to minimise impact on time, cost and scope.	Change is inevitable and should be embraced, but the impact should be reviewed against the business case. There are often uncertainties at the beginning about the right approach. Leadership needs to promote the attitude of constant learning and refinement.	Objective is to structure the portfolio so as to optimise the organisation's benefits against the total investment being made and the risk being taken.
Time-scale	The time needed to create and deliver the defined products – typically expressed in months.	The time needed to create the new capability and transition appropriate activities to it – typically several years. High-level plans provide guidance and oversight of component projects, allowing identification and resolution of conflicts and interdependencies between projects.	An on-going, business-as-usual activity with no anticipated end date.
Typical planning	Detailed planning to manage delivery of defined products.		Overall processes and communications to establish contributions and costs of the whole portfolio.
Typical controls	Monitor and control tasks to ensure on-budget, on-time, and on-specification delivery of defined products.	Monitor component projects and on-going work through governance structures.	Monitor aggregate performance of whole portfolio, in terms of overall benefits realised and contribution to organisational objectives.

Relationship of Project, Programme, and Portfolio Management



Selecting the right projects

Selecting the right projects based on portfolio management involves a strategic and systematic approach to ensure that the chosen projects align with the organization's objectives and deliver the most value. There are multiple ways of choosing the right projects such as top-down, bottom-up, or a mixture of top-down and bottom-up, or an anarchy model. More information is given below:

- Top-Down approach

A top-down approach to choosing the right projects involves starting at the organizational or strategic level and progressively narrowing down project choices based on alignment with higher-level goals and objectives. This method ensures that projects are selected in accordance with the overarching strategy and priorities of the organization.

- Bottom-Up approach

A bottom-up approach to choosing the right project involves soliciting project proposals and ideas from lower levels of the organization, such as project teams or individual contributors, and then evaluating and selecting projects based on their merits. This approach allows for a more decentralized and participatory decision-making process.

- Mix of Top-Down and Bottom-Up approach

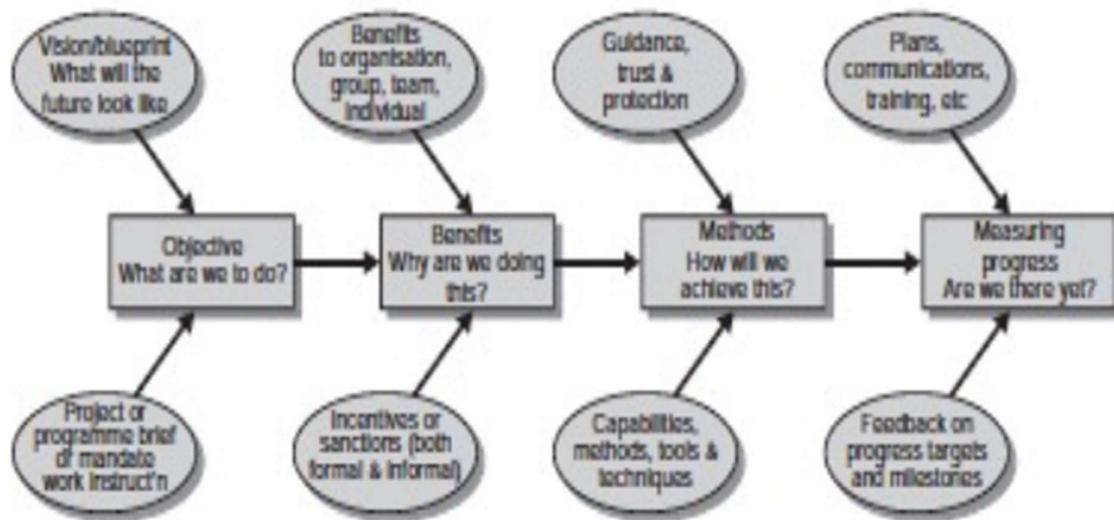
A mix of top-down and bottom-up approaches to choose projects is often referred to as a "hybrid" or "balanced" approach. This strategy combines the strategic direction and oversight provided by top management with the creativity and input from individuals and teams at lower organizational levels. This hybrid approach aims to leverage the strengths of both top-down and bottom-up perspectives to ensure that projects align with strategic objectives while also capturing innovative ideas from the grassroots level.

- Anarchy

An "anarchy" approach to choosing the right project is not a recommended or conventional method in organizational management. Anarchy implies a lack of order, structure, and governance, which can lead to chaos and a lack of direction. In a business context, project selection without any form of structure or oversight can result in inefficiency, resource misallocation, and the pursuit of initiatives that may not align with the organization's strategic goals.

Leadership

It is better for each member of the team to have a clear understanding of the roles and responsibilities. The purpose of leadership is to have the appropriate outcome, the business benefits of the programme the project is part of. A formal leadership arrangement is required not for bullying people, but to achieve goals through teamwork and providing the right direction. The following gives an overview of the key elements of leadership:



Developing leadership skills and fostering effective leadership within an organization can yield numerous benefits, contributing to the overall success and growth of the company. A few benefits are:

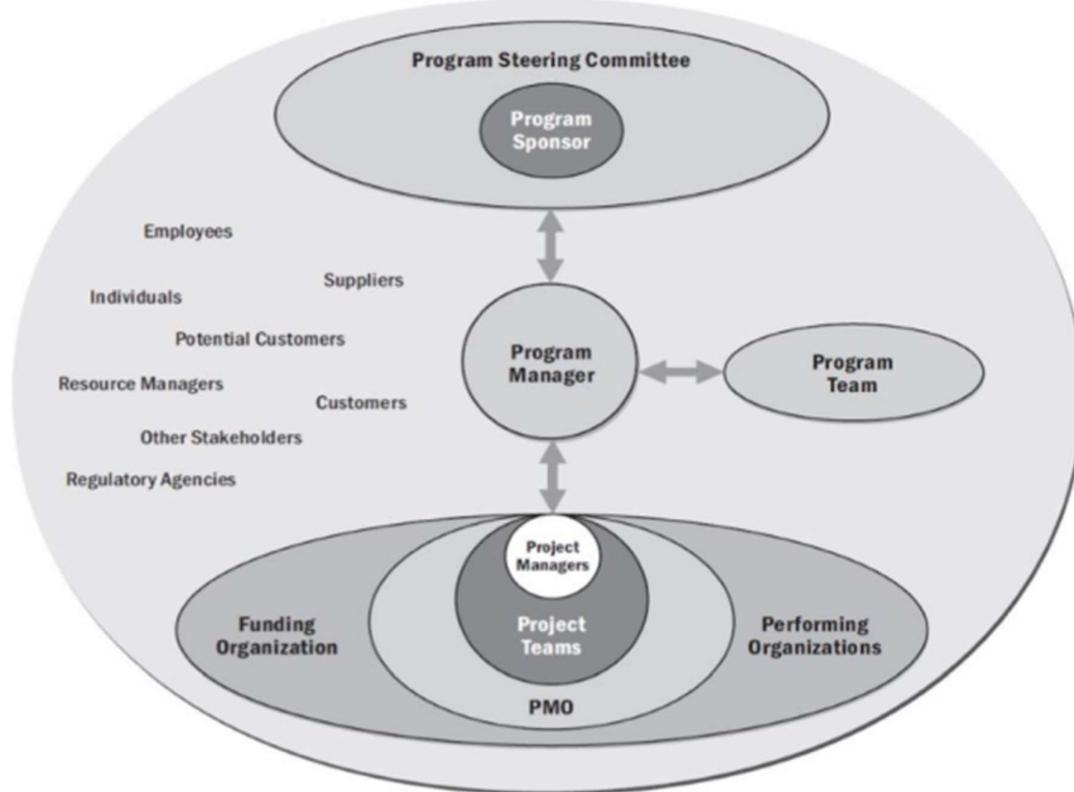
- Effective leaders create a positive work environment, fostering a sense of purpose and engagement among employees. Engaged employees are more likely to be productive, committed, and satisfied in their roles.
- Strong leaders inspire and motivate their teams. When employees feel supported, valued, and motivated, morale improves, leading to higher levels of job satisfaction and commitment to organizational goals.
- Leaders who prioritize efficiency and effective team collaboration can enhance overall productivity. They can streamline processes, set clear goals, and ensure that resources are utilized optimally.
- Leaders who encourage a culture of innovation and creativity can drive organizational growth. By promoting an environment where employees feel comfortable expressing their ideas, leaders can harness the collective creativity of the team.
- Strong leaders excel in communication. They can articulate a compelling vision, provide clear direction, and ensure that information flows efficiently within the organization. Effective communication reduces misunderstandings and fosters a cohesive work environment.
- Effective leaders are skilled decision-makers. Leadership development programs can enhance decision-making capabilities by providing leaders with the tools and frameworks needed to make informed and strategic choices.

Challenges faced by Programme Managers

Programme managers face various challenges in their role as they oversee and coordinate a set of related projects and activities to achieve strategic objectives. A few challenges are:

- Programmes often involve multiple projects and activities that are interdependent. Managing the complexity and ensuring that all components align with the overall strategy can be challenging.
- Programme managers need to allocate resources efficiently across various projects. Balancing resource constraints, such as budgets and skilled personnel, is a continual challenge.
- Programmes typically involve a diverse set of stakeholders with different interests and expectations. Ensuring effective communication, engagement, and alignment among stakeholders can be challenging.
- Ensuring that the programme aligns with the organization's strategic goals and objectives is crucial. Programme managers must continually assess and reassess alignment to maintain strategic relevance.
- Establishing a robust governance structure and decision-making processes is a challenge. Programme managers must ensure that decisions align with the overall strategy and are made in a timely manner.
- Managing changes to the programme scope and ensuring that it remains aligned with the strategic objectives can be challenging. Scope changes may impact timelines, resources, and overall programme delivery.

Relationships of the Programme Manager

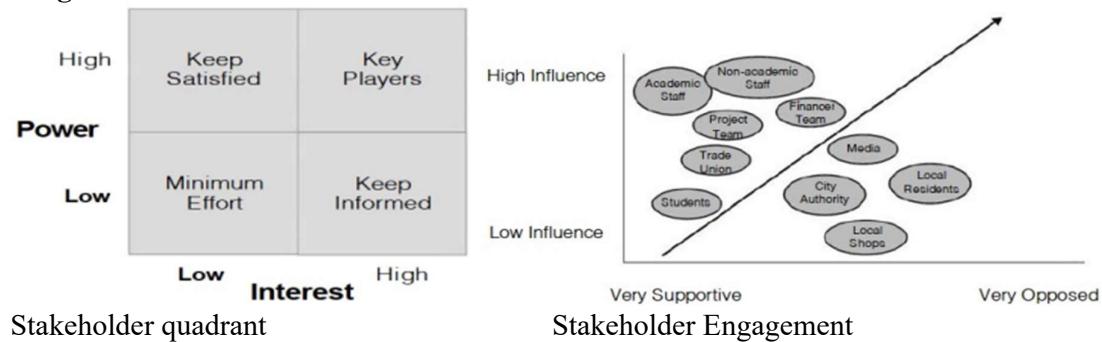


Key to stakeholder engagement

Effective stakeholder engagement is crucial for the success of any project or program. Stakeholders, including individuals or groups affected by or having an interest in the project, play a significant role in shaping outcomes. Here are the crucial steps for the same:

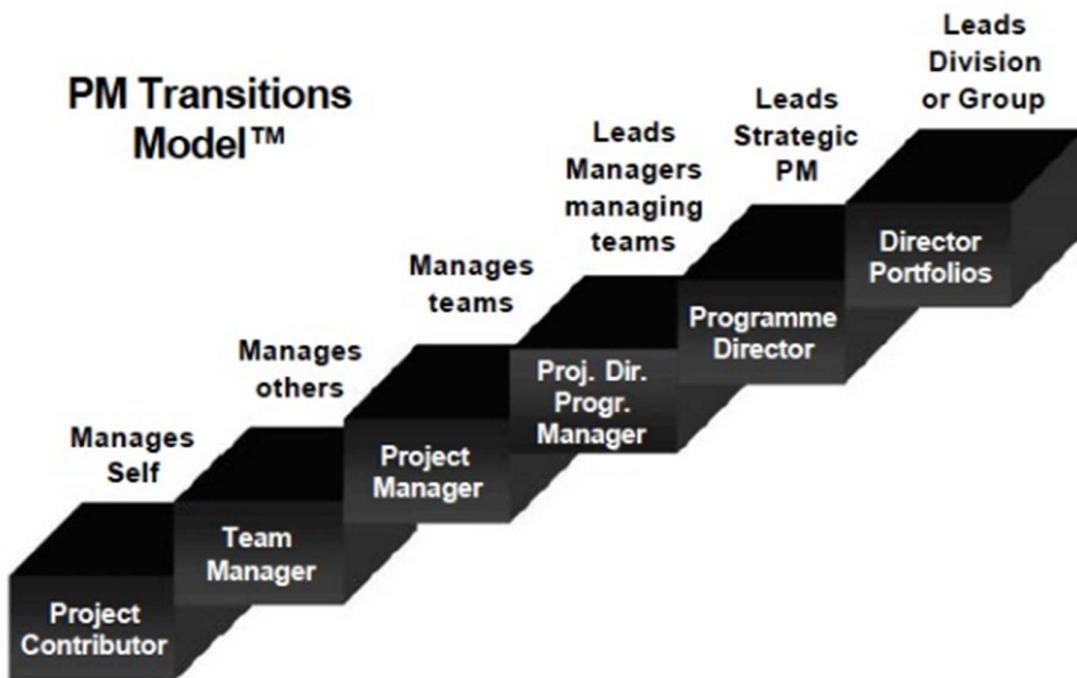
- Identification and Analysis:
Identify all potential stakeholders, both internal and external, and analyse their interests, needs, and influence. Understand their perspectives, concerns, and expectations related to the project.
- Stakeholder Mapping:
Create a stakeholder map that categorizes stakeholders based on their level of interest and influence. This helps prioritize engagement efforts and tailor communication strategies accordingly.
- Tailored Engagement Strategies:
Recognize that different stakeholders may have different interests and communication preferences. Tailor your engagement strategies to accommodate these variations.
- Communication:
Establish clear and open channels of communication. Tailor your communication strategy to meet the needs and preferences of different stakeholders. Regularly update stakeholders on project progress, changes, and milestones.

Programme Leader and stakeholders



Project Management Transition Model

A project transition model refers to a set of processes, activities, and strategies designed to facilitate the smooth transfer of a project from one phase to another or from the project team to the operational team. Transitioning a project effectively is essential to ensure that the outcomes are sustained, and the benefits are realized.



How to become a Programme Manager

1. Have at least a bachelor's degree in the related field.
2. An MBA can enhance qualifications but is not mandatory.
3. First gain management experience.
4. Next seek opportunities for leadership roles.
5. Gain industry experience in the specific industry or sector.
6. Gain project management certification.
7. Develop strong communication and leadership skills.
8. Develop skills in risk management.
9. Expand your network through joining professional organisations related to PM.
10. Attend conferences and workshops to develop network.
11. Transition slowly to program management role.

12. Seek mentorship.
13. Continue Developing.

WEEK 10

Project Outsourcing

Project outsourcing refers to the practice of contracting out specific tasks, functions, or entire projects to external third-party service providers or vendors. Organizations may choose to outsource certain projects or components of projects for various reasons, including cost savings, access to specialized skills, flexibility, and focus on core competencies. Project outsourcing is common in industries such as information technology, software development, marketing, manufacturing, and many others. There are multiple types of outsourcing, such as:

- Client outsourcing the project management functions to a vendor or service provider.
- A service provider outsourcing a part of its project management function to another vendor or service provider.

The advantages and disadvantages of outsourcing are given below:

Pros	Cons
<ul style="list-style-type: none"> - Clients can focus on core competencies - Faster ramp up time or time to market - Fresh look from an outside view - Vendor can ensure that best practices are followed and can provide latest trends in specific sectors - Preparation for similar projects in future. 	<ul style="list-style-type: none"> - Commitment (buy-in) and resources required internally, even though external resources are used - Relationship with vendor needs to be managed otherwise no benefits are accrued - Because ownership of resources does not exist with client, vendor can discontinue the relationship - Depending on the nature of the project, data security may be compromised - May cost more if the relationship does not work out.

The following functions/processes can be outsourced:

- Planning
This step includes the development of the WBS and the project schedule, preparation of cost management plan, quality management plan, risk management plan, and the tools and software list which would be used to support the project.
- Monitoring and controlling
This step includes the analysing and controlling of the schedule and cost, reporting status information, controlling the tools and softwares which support the project, project management information systems, project audits, and earned value analysis processes.
- Closing
This step covers the post project appraisal process.

There are multiple types of outsourcing available, such as:

- Offshore outsourcing
Offshore outsourcing involves contracting out tasks or services to service providers located in a different country. This is often done to take advantage of cost savings, access global talent, and operate in different time zones.

- Nearshore outsourcing
Like offshore outsourcing, nearshore outsourcing involves contracting tasks to service providers in neighbouring or nearby countries. This offers advantages such as similar time zones and cultural affinity.
- Onshore outsourcing
Onshore outsourcing, also known as domestic outsourcing, involves contracting services to vendors within the same country as the outsourcing organization. This approach may be chosen for reasons such as proximity and regulatory compliance.
- Insourcing
Insourcing refers to the practice of bringing tasks, functions, or processes that were previously outsourced to external vendors back in-house within the organization. Instead of relying on external service providers, insourcing involves utilizing internal resources and capabilities to perform specific functions. This can apply to various aspects of business operations, including information technology, manufacturing, customer support, and other business processes.

Virtual Team Management

Virtual team management refers to the leadership and coordination of teams that are geographically dispersed and collaborate primarily through digital communication technologies. Unlike traditional teams that work in the same physical location, virtual teams operate across different locations, time zones, and, in some cases, even cultures. Managing virtual teams requires a distinct set of skills and strategies to overcome the challenges associated with distance, diverse backgrounds, and reliance on technology for communication and collaboration.

Managing virtual teams presents several key issues that need careful attention to ensure successful collaboration and productivity. Some of the key issues in virtual team management include:

- Communication Challenges:
 - Issue: Lack of face-to-face communication can lead to misunderstandings and misinterpretations. Differences in time zones may result in delayed responses, making real-time communication challenging.
 - Overcoming it: Use a variety of communication tools, including video conferencing, instant messaging, and collaboration platforms. Establish clear communication norms, such as response times and preferred channels. Schedule regular virtual meetings to facilitate real-time discussions.
- Building and Maintaining Trust:
 - Issue: Trust is harder to establish in virtual teams. Team members may not have the opportunity for informal interactions that contribute to building trust in traditional teams. Virtual managers must proactively foster a trusting environment.
 - Overcoming it: Foster open and transparent communication. Encourage team members to share personal information and interests to build connections. Recognize and celebrate team achievements to reinforce a positive team culture.
- Cultural Differences:
 - Issue: Virtual teams often consist of members from diverse cultural backgrounds. Cultural nuances can impact communication styles, expectations, and team dynamics. Managers need to be culturally sensitive and promote an inclusive team culture.

- Overcoming it: Provide cultural awareness training for team members. Create a team culture that values diversity and inclusion. Establish clear guidelines for respectful communication across cultures.
- Team Cohesion and Collaboration:
 - Building a cohesive team is challenging when members are physically dispersed. Encouraging collaboration, fostering a sense of belonging, and creating opportunities for team bonding are essential.
 - Overcome it: Facilitate virtual team-building activities and social interactions. Use collaboration tools to enable joint work on projects. Establish a sense of shared purpose and goals.
- Time Zone Management:
 - Issue: Working across different time zones can lead to scheduling conflicts and delays in communication. Managers must find a balance that accommodates team members in various locations.
 - Overcome it: Implement flexible scheduling where possible. Rotate meeting times to accommodate different time zones. Clearly communicate expectations regarding availability and response times.
- Isolation and Motivation:
 - Issue: Virtual team members may feel isolated, leading to a lack of motivation and engagement. Managers should find ways to keep team members motivated, acknowledge achievements, and create a sense of belonging.
 - Overcome it: Foster a sense of belonging through regular check-ins and team-building activities. Recognize individual and team achievements. Encourage self-care and work-life balance.
- Conflict Resolution:
 - Issue: Resolving conflicts can be more complex in virtual teams due to the absence of non-verbal cues and face-to-face interactions. Managers need effective conflict resolution strategies and open channels for addressing concerns.
 - Overcome it: Establish a process for addressing conflicts promptly. Encourage open communication about concerns. Use video conferencing for sensitive discussions to capture non-verbal cues.
- Data Security and Privacy:
 - Issue: Working remotely poses potential risks to data security and privacy. Managers need to implement robust cybersecurity measures and ensure that team members adhere to security protocols.
 - Overcome it: Implement robust cybersecurity measures. Educate team members on security protocols and best practices. Regularly update and reinforce security policies.

WEEK 11

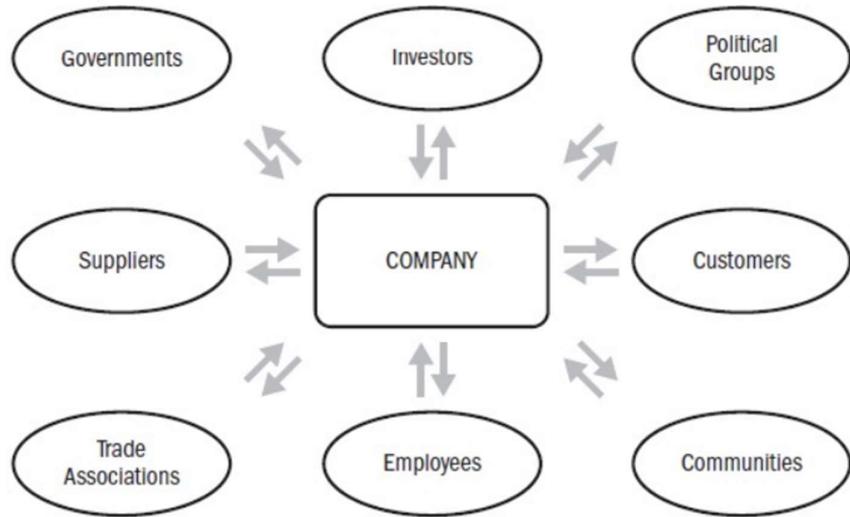
Project Stakeholder Management

Project Stakeholder Management is a crucial aspect of project management that involves identifying, analysing, and engaging with individuals or groups who have an interest in or can influence the project. Stakeholders are voluntary or involuntary risk bearers. Stakeholders in a project can be motivated to contribute for various reasons. The motivations may vary based on their interests, expectations, and the perceived benefits of their involvement. A few motivations are:

- Stakeholders are motivated when they see tangible benefits or value resulting from the project's success.

- Publicly acknowledging the contributions of stakeholders can be a powerful motivator.
- Recognition, whether in the form of praise, awards, or other forms of acknowledgment, enhances stakeholder satisfaction and commitment.
- In some cases, financial incentives, bonuses, or other tangible rewards can motivate stakeholders.

A stakeholder is an individual, group, or organization that has an interest, concern, or involvement in a particular project, initiative, or organization. Stakeholders can be internal or external to the project or organization and may have varying levels of influence, impact, and expectations. Identifying and managing stakeholders is a crucial aspect of project management and organizational governance.



Stakeholder engagement refers to the process of involving and collaborating with individuals, groups, or organizations that have an interest or are affected by a project, initiative, or the overall activities of an organization. Effective stakeholder engagement is essential for building positive relationships, managing expectations, and ensuring the success of projects and organizational endeavours.

Engagement as a form of:	Engagement becomes a mechanism for:
Corporate governance	Allowing stakeholders access to decision making, enhancing stakeholder voice
Participation	Allowing stakeholders to participate in the firm
Fairness	Fulfilling the obligation to stakeholders
Cooperation	Enhancing trust-based cooperation
High-commitment HRM	Eliciting employee contribution, becoming an employer of choice
Strategic management	Managing the firm in response to the interests of the stakeholders
Continuous learning	Involving stakeholders so that the company can continuously learn and improve
Risk management	Deflecting criticism
Social construction	Constructing an image of the firm
Knowledge appropriation	Transforming stakeholders' tacit knowledge to explicit knowledge

There are different types of stakeholder management such as:

Stakeholder Management Type	Activist Stakeholder Management	Paternalistic Stakeholder Management	Pluralist Stakeholder Management	Functionalist Stakeholder Management
Characteristics	The company actively manages stakeholder relations and creates policies that address their multiple demands on company resources.	Decision making is done in isolation from stakeholder input and imposed outward with clear and specific implications. Internal discussions focus on how stakeholders should be treated.	The company operates based on a high level of openness to multiple stakeholder perspectives. The company has a high level of stakeholder engagement by opening multiple channels of communication.	The company operates on a limited model in which activities are restricted to the minimal functions of business.
Engagement level	- Monitor and communicate with all stakeholders - Represent company interests during internal deliberations - Produce specific policies that distribute value to a broad range of stakeholder groups	- Policies for specific stakeholders are produced - Company tends to impose its perception of its stakeholder groups' needs on the stakeholders	- Company creates stakeholder policies that reconcile stakeholder interests effectively - High level of social values regarding stakeholders	- Engage in very limited communications with selected stakeholder groups - No involvement in decision processes - "stakeholder neglect"

Project Stakeholder Analysis

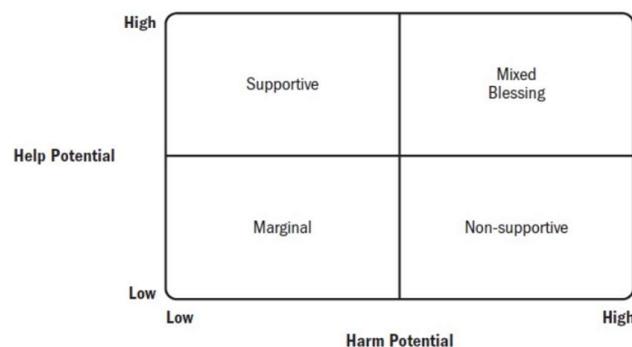
Project stakeholder analysis is a crucial process in project management that involves identifying, assessing, and prioritizing individuals, groups, or organizations that can affect or be affected by a project. The goal of stakeholder analysis is to understand the interests, expectations, and influence of these stakeholders to effectively manage their engagement throughout the project lifecycle. There are a total of 8 steps for systematic stakeholder analysis:

- Develop a stakeholder map of the project.
Create a visual representation (map) that illustrates the relationships and connections between different stakeholders and the project. This map helps project teams understand the network of stakeholders and their potential influence on the project.
- Prepare a chart of specific stakeholders.
Develop a detailed list or chart that specifies who the stakeholders are. This includes individuals, groups, or organizations that may have an interest in or be affected by the project.
- Identify the stakes of stakeholders.
Determine the interests, needs, concerns, and expectations of each stakeholder. Understanding their stakes in the project is crucial for tailoring communication and engagement strategies.
- Prepare a power vs stake grid.
Create a grid that classifies stakeholders based on their level of power or influence over the project and their level of interest or stake in the project. This grid helps prioritize stakeholders and guides how to engage with them effectively.

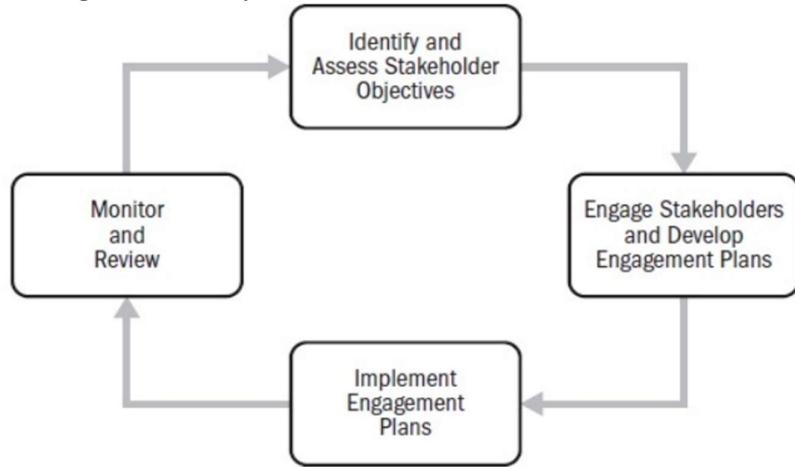
- Conduct a process level stakeholder analysis.
Analyse stakeholders at a process level, considering their involvement in different project processes. This helps identify specific points in the project life cycle where stakeholders may have a significant impact.
- Conduct a transactional level stakeholder analysis.
Analyse stakeholders at a transactional level, focusing on specific interactions and transactions between stakeholders and the project. This includes examining communication channels, feedback loops, and decision-making processes.
- Determine the stakeholder management capability.
Assess the organization's or project team's capability to manage stakeholders effectively. This involves evaluating existing processes, tools, and resources dedicated to stakeholder management.
- Analyse the dynamics of stakeholders.
Understand the dynamics and relationships among stakeholders. This includes identifying potential conflicts, alliances, and changes in stakeholder attitudes over time. Analysing dynamics helps project teams anticipate and manage shifts in stakeholder engagement.

Another method of stakeholder analysis has the following steps:

- Project stakeholder identification.
Identify and compile a comprehensive list of all individuals, groups, or organizations that can directly or indirectly affect or be affected by the project. This involves considering both internal and external stakeholders. Internal stakeholders may include project team members, employees, or managers within the organization, while external stakeholders may include customers, suppliers, government agencies, or community groups.
- Project stakeholder assessment.
Once stakeholders are identified, conduct a thorough assessment of each stakeholder's characteristics, interests, expectations, and potential impact on the project. This step involves gathering information about the stakeholders' roles, responsibilities, and relationships with the project. It may also include assessing their attitudes, concerns, and any previous experiences with similar projects.
- Project stakeholder prioritization.
Prioritize stakeholders based on their level of influence, interest, or importance to the project. This step involves categorizing stakeholders into different groups or tiers, considering factors such as their power to influence the project, their level of interest or engagement, and the potential impact of their involvement. Prioritizing stakeholders helps project teams allocate resources, tailor communication strategies, and focus efforts on those stakeholders who have the greatest influence or are most critical to project success.



Stakeholder Management Lifecycle



The stakeholder management lifecycle involves various stages to effectively engage and manage stakeholders throughout the duration of a project. Based on the above cycle, the steps are:

- Identify and assess stakeholder objectives.
 - Objective: Identify and understand the objectives, interests, and expectations of all stakeholders involved in the project.
 - Activities:
 - Develop a comprehensive list of stakeholders.
 - Assess each stakeholder's goals, concerns, and potential impact on the project.
 - Prioritize stakeholders based on their influence and interest.
- Engage stakeholders and develop engagement plans.
 - Objective: Create effective plans for engaging stakeholders based on their characteristics and requirements.
 - Activities:
 - Develop tailored engagement plans for each stakeholder or stakeholder group.
 - Define communication strategies, frequency, and channels.
 - Determine appropriate methods for involving stakeholders in project activities.
- Implement engagement plans.
 - Objective: Execute the engagement plans to involve stakeholders and address their needs.
 - Activities:
 - Initiate regular communication with stakeholders to keep them informed.
 - Implement strategies for involving stakeholders in decision-making processes.
 - Respond promptly to stakeholder concerns and feedback.
- Monitor and review
 - Objective: Continuously assess the effectiveness of engagement plans and adjust as necessary.
 - Activities:
 - Monitor stakeholder reactions, feedback, and changes in expectations.

- Regularly review the success of engagement strategies and adjust them accordingly.
- Update engagement plans based on the evolving needs of stakeholders and project conditions.

Systemic Constellation Method

In the context of stakeholder management, the systemic constellation method can be applied as a tool for gaining insights into the dynamics and relationships among stakeholders within a project or organizational setting. While it's not a traditional or widely recognized method for stakeholder management, some practitioners use systemic constellations to explore hidden dynamics, conflicts, and interdependencies that may impact stakeholder relationships and project outcomes. There are 4 different roles involved in this method:

- Constellation owner
The constellation owner is the client of the facilitator and its main contact person. The constellation owner is actively involved in the preparation of the constellation (e.g., interview, explains the problem, project, and context) and owns the constellation. The result of the constellation is generated for the constellation owner.
- Facilitator
Professional constellation expert who leads the systemic constellation. The facilitator is responsible for preparation, leading, and following up on the constellation. The facilitator is responsible for the process, not the content. Because systemic constellations are highly emotional for participants, the facilitator requires professional training.
- Focus
A person or an abstract element (e.g., the project). In classic systemic constellations, the constellation owner is represented by the focus in the constellation. The focus is the perspective the constellation takes.
- Representative
Participants of a classic systemic constellation or a management constellation represent a specific role or element in a constellation and share feelings and opinions with the constellation owner.

There are various applications of Systemic Constellation method, such as:

- Company vision and objectives.
- Development of organisational culture.
- Support of company innovation.
- Market positioning.
- Team building.
- Implementation of sustainable development strategies.
- Project management.

This leads to various benefits as well, which are:

- Increasing teamwork by creating trust.
- Sampling of useful information about team structure and perspectives of different stakeholders.
- Support of a holistic picture about the team and working relationships.
- Better positioning of representatives in the team or company after the constellation.
- Reorganization of the working relationship after the constellation, transfer of the constellation results is easier, as the teams had the same experience.

A few ethical issues that may arise in project stakeholder management:

- Transparency and Communication:
 - Issue: Withholding information from certain stakeholders or providing biased information.
 - Ethical Concern: Lack of transparency can undermine trust and fairness.
- Conflicts of Interest:
 - Issue: Project managers favoring the interests of specific stakeholders due to personal relationships or external influences.
 - Ethical Concern: Failing to manage conflicts of interest can lead to decisions that prioritize personal gain over the project's best interests.
- Equitable Resource Distribution:
 - Issue: Unequal distribution of project benefits or resources among stakeholders.
 - Ethical Concern: Ensuring fair and equitable distribution promotes social justice and avoids exploitation.
- Cultural Sensitivity:
 - Issue: Disregarding cultural differences and norms in stakeholder engagement.
 - Ethical Concern: Recognizing and respecting cultural diversity to avoid unintentional harm or offense.

WEEK 12

Project Management Office

A Project Management Office (PMO) is a centralized organizational unit or department within a company that defines and maintains standards for project management within the organization. The primary goal of a PMO is to achieve project success by establishing processes, methodologies, and best practices for managing projects consistently and efficiently.

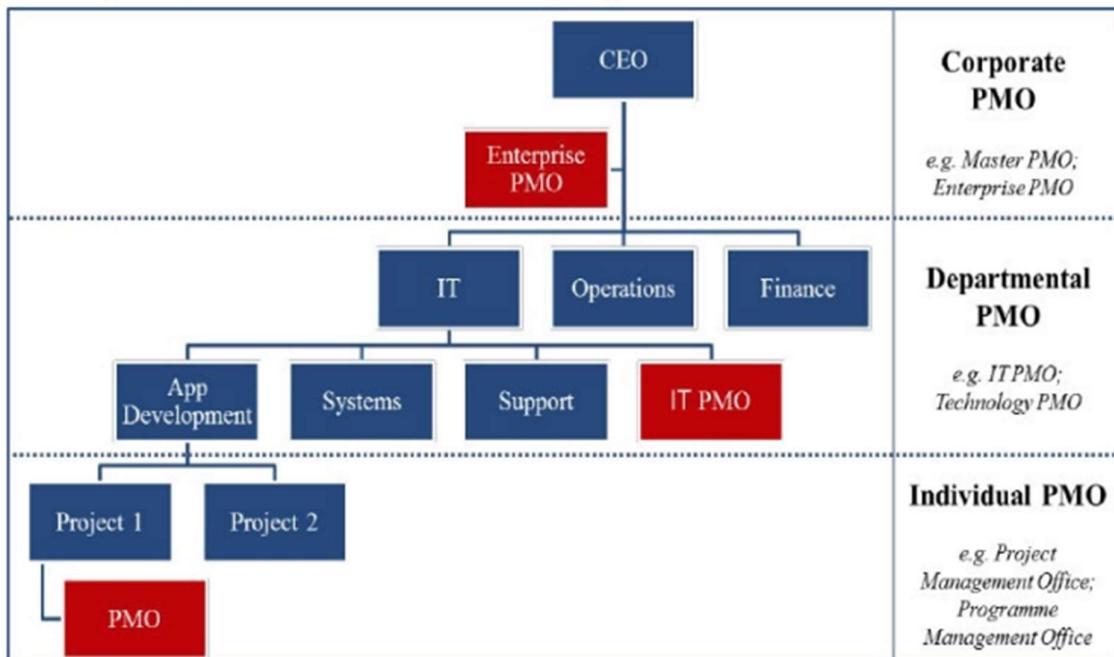
It is defined as a management structure that standardizes the project related governance processes and facilitates the sharing of resources, methodologies, tools, and techniques. It is the creator and guardian of corporate methodologies, standards, and metrics. A PMO can be called multiple things such as Project office, Project Support Office, Program Management Office, and Project Management Group. There are multiple types of PMO which are categorized based on their influence and position within the organisation. These are:

- Influence
 - Supportive
 - Focus: Provides a consultative role, offering support and guidance to project managers.
 - Role: Acts as a repository of project management best practices, templates, and historical information.
 - Authority: Low authority, with a focus on assisting project managers and teams.
 - Key Functions: Knowledge sharing, training, and providing templates and tools.
 - Controlling
 - Focus: Provides support like the Supportive PMO but also takes on a more active role in project management.
 - Role: Monitors and controls project management processes, ensuring compliance with established standards.
 - Authority: Moderate authority, with the ability to enforce standards and control project processes.
 - Key Functions: Project monitoring, compliance, and reporting.

- Directive
 - Focus: Takes a proactive role in managing projects and driving the achievement of organizational objectives.
 - Role: Manages projects directly, often by providing project managers and teams to execute projects.
 - Authority: High authority, with the ability to make project-related decisions and allocate resources.
 - Key Functions: Project management, resource allocation, and strategic alignment.
- Position
 - Individual
 - Scope: An individual PMO is typically focused on supporting a specific project or program.
 - Role: It provides project management support, tools, and processes for a particular project team.
 - Departmental
 - Scope: A departmental PMO serves a specific business unit or department within the organization.
 - Role: It aligns projects within that department with the overall business strategy, ensuring consistency in project management practices.
 - Corporate
 - Scope: A corporate PMO, also known as an enterprise or organizational PMO, operates at the highest level of the organization.
 - Role: It has a strategic focus, aligning all projects and programs with the overall business strategy. It sets standards, provides governance, and ensures that projects contribute to the organization's objectives.

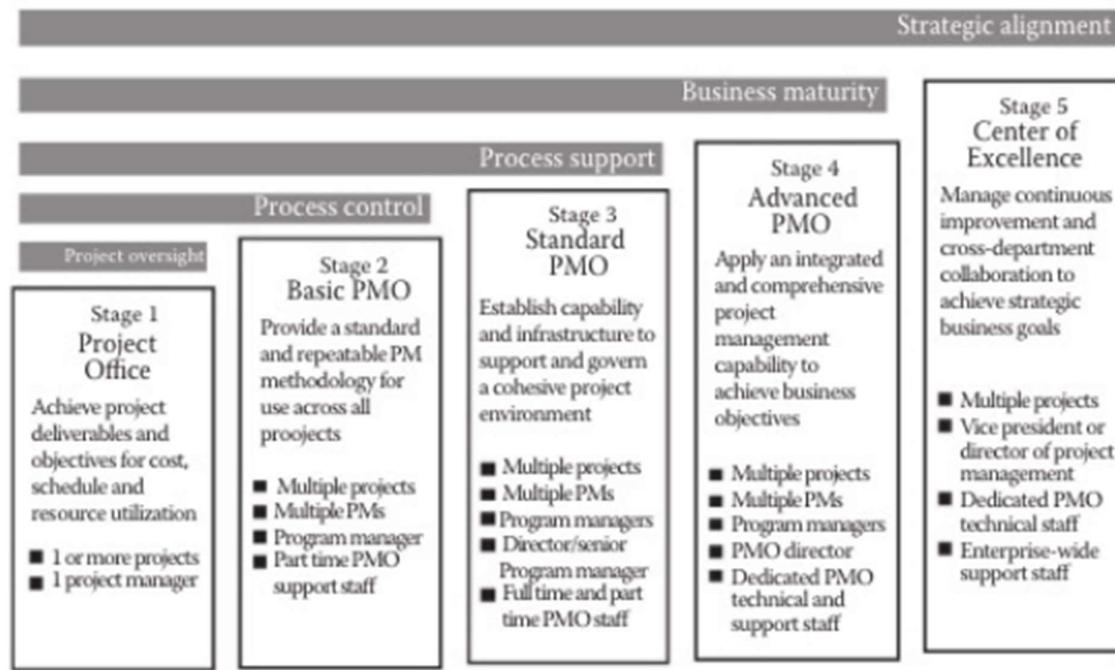
Position of PMO in the Organization

The position of a Project Management Office (PMO) within an organization can vary, and it depends on the organization's structure, goals, and the role the PMO is expected to play. An example is given below for PMO based on the position:



PMO Competency Continuum

The PMO Competency Continuum is a framework that describes the evolution of Project Management Office (PMO) capabilities and competencies within an organization. It illustrates the progression of a PMO from a lower level of maturity to a higher level, reflecting increased effectiveness and strategic alignment. The continuum typically consists of several stages or levels, each representing a different degree of PMO maturity. An example is given below:



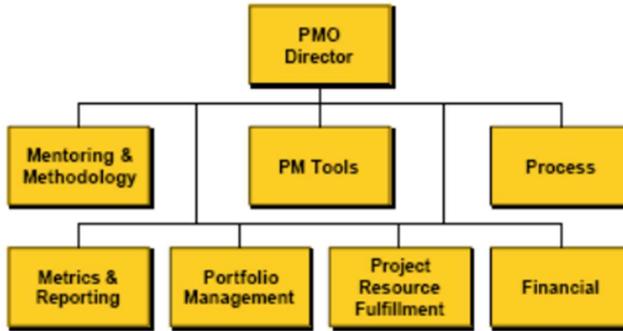
Functions of the PMO

The functions of a Project Management Office (PMO) can vary based on the organization's goals, industry, and the specific type of PMO (supportive, controlling, directive, or strategic).

Practice Management	Infrastructure Management	Resource Integration	Technical Support	Business Alignment
<p>Project management methodology</p> <ul style="list-style-type: none"> Establish basis for project management Develop methodology solution Conduct methodology implementation Manage methodology maturity 	<p>Project governance</p> <ul style="list-style-type: none"> Prepare and maintain PMO charter Develop project management policies Develop project classification guidance Establish project manager authority Establish executive control board Align business and technical committees 	<p>Resource management</p> <ul style="list-style-type: none"> Acquire project resources Assign project resources Deploy project resources Manage resource performance Close project resource assignments 	<p>Mentoring</p> <ul style="list-style-type: none"> Establish project management mentoring program Engage project management mentors Conduct project management mentoring Evaluate mentoring program 	<p>Project portfolio management</p> <ul style="list-style-type: none"> Set up project portfolio management Perform project selection Integrate projects in the portfolio Conduct project and portfolio reviews Manage portfolio attrition
<p>Project tools</p> <ul style="list-style-type: none"> Select project management tools Implement project management tools Evaluate tool performance 	<p>Assessment</p> <ul style="list-style-type: none"> Conduct competency assessments Conduct capability assessments Conduct maturity assessments 	<p>Training and education</p> <ul style="list-style-type: none"> Establish training program Manage training program Evaluate training program 	<p>Project planning</p> <ul style="list-style-type: none"> Establish project planning capability Facilitate project planning workshop Administer project planning 	<p>Customer relationship management</p> <ul style="list-style-type: none"> Manage customer relationships Manage customer contracts Manage customer satisfaction

Project Management Office Organisation Model

The organization model of a Project Management Office (PMO) can vary depending on the organization's size, structure, and the role the PMO plays. An example of a model is given below:



- PMO Director:
 - Role: Leadership and overall management of the PMO.
 - Responsibilities:
 - Strategic direction and alignment with organizational goals.
 - Decision-making and governance.
 - Stakeholder engagement.
- Mentoring and Methodology:
 - Role: Providing guidance, support, and training to project managers.
 - Responsibilities:
 - Mentoring project managers and teams.
 - Developing and implementing project management methodologies.
- PM Tools:
 - Role: Ensuring the effective use of project management tools and technologies.
 - Responsibilities:
 - Selection and implementation of project management tools.
 - Training on tool usage.
 - Maintenance and updates.
- Process:
 - Role: Defining, implementing, and optimizing project management processes.
 - Responsibilities:
 - Designing project workflows and processes.
 - Continuous process improvement.
 - Ensuring compliance with standards.
- Metrics and Reporting:
 - Role: Establishing metrics and reporting mechanisms for project performance.
 - Responsibilities:
 - Defining key performance indicators (KPIs).
 - Monitoring and reporting on project and portfolio performance.
 - Providing insights for decision-making.
- Portfolio Management:
 - Role: Managing the organization's portfolio of projects.
 - Responsibilities:
 - Aligning projects with strategic objectives.
 - Prioritizing projects based on organizational priorities.
 - Balancing the portfolio for risk and return.

- Project Resource Fulfillment:
 - Role: Ensuring adequate resources are available for project execution.
 - Responsibilities:
 - Resource allocation and management.
 - Capacity planning.
 - Identifying and addressing resource constraints.
- Financial:
 - Role: Overseeing the financial aspects of projects and the overall portfolio.
 - Responsibilities:
 - Budgeting and financial planning for projects.
 - Cost tracking and control.
 - ROI analysis.

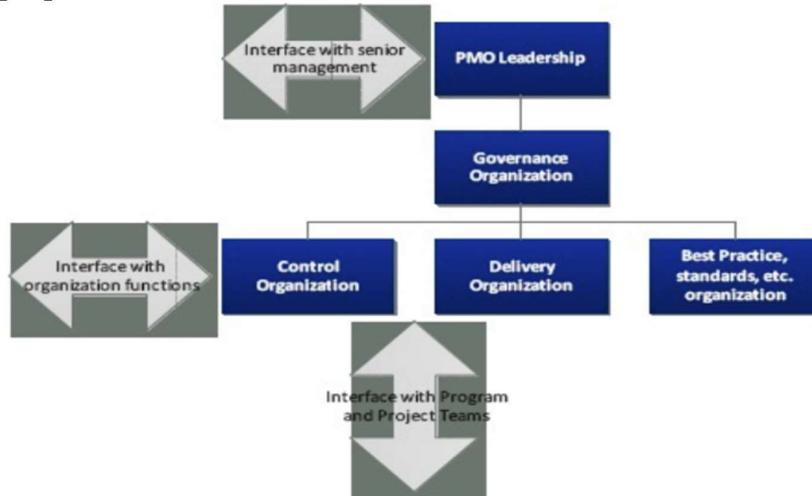
Reasons for failure of PMO

The failure of a Project Management Office (PMO) can be attributed to various factors, and identifying these reasons is crucial for organizations to enhance the effectiveness of their PMOs. Here are some common reasons for PMO failure:

- Lack of Clear Objectives:
 - Issue: PMOs without well-defined objectives or a clear understanding of their purpose can struggle to demonstrate value.
 - Impact: Difficulty in gaining support from stakeholders and achieving organizational goals.
- Poor Stakeholder Engagement:
 - Issue: Failure to engage and align with key stakeholders, including executives and project teams.
 - Impact: Lack of support, resistance to PMO initiatives, and challenges in influencing decision-making.
- Inadequate Leadership Support:
 - Issue: Lack of commitment and support from top leadership.
 - Impact: Limited resources, low visibility, and challenges in implementing strategic initiatives.
- Insufficient Resources:
 - Issue: PMOs without adequate human, financial, or technological resources.
 - Impact: Inability to execute tasks effectively, delays in project delivery, and overall inefficiency.
- Mismatched Processes:
 - Issue: Implementing overly complex or rigid processes that do not align with the organization's culture or project needs.
 - Impact: Reduced agility, decreased team morale, and challenges in project execution.
- Lack of Flexibility:
 - Issue: PMOs that are resistant to adapting to changing organizational needs or evolving project management best practices.
 - Impact: Reduced relevance, limited ability to address emerging challenges, and potential obsolescence.
- Unclear Governance Structure:
 - Issue: Lack of a well-defined governance structure and decision-making processes within the PMO.
 - Impact: Confusion, inefficiency, and challenges in prioritizing and executing initiatives.

- Focus on Processes Over People:
 - Issue: Overemphasis on processes and methodologies at the expense of considering the needs and skills of project teams.
 - Impact: Reduced team morale, resistance to PMO initiatives, and challenges in talent retention.

4 tier PMO proposed Functional Structure



- PMO Leadership:
 - Description: The top-level leadership responsible for the overall direction, strategy, and success of the PMO.
 - Responsibilities:
 - Define PMO vision and mission.
 - Align PMO goals with organizational objectives.
 - Provide strategic guidance to the PMO team.
 - Ensure effective communication with executive leadership.
- Governance Organization:
 - Description: The segment of the PMO focused on establishing and maintaining governance structures and processes.
 - Components:
 - Control Organization: Responsible for setting control mechanisms, policies, and procedures.
 - Delivery Organization: Focuses on the successful execution and delivery of projects and programs.
 - Best Practices, Standards, etc. Organization: Manages best practices, methodologies, and standards for project management.
- Control Organization:
 - Description: Manages control mechanisms, policies, and procedures to ensure project and portfolio success.
 - Responsibilities:
 - Develop project governance frameworks.
 - Establish and enforce project management standards.
 - Conduct audits and reviews to ensure compliance.
 - Manage risk and issue resolution.

- Delivery Organization:
 - Description: Focuses on the effective and efficient delivery of projects and programs within the PMO.
 - Responsibilities:
 - Oversee project execution.
 - Monitor project schedules, budgets, and resources.
 - Ensure project delivery aligns with strategic goals.
 - Facilitate collaboration among project teams.
- Best Practices, Standards, etc. Organization:
 - Description: Manages the definition, communication, and enforcement of best practices, methodologies, and standards.
 - Responsibilities:
 - Develop and update project management methodologies.
 - Provide training on best practices.
 - Ensure adherence to industry standards.
 - Foster a culture of continuous improvement.