

# **Project Management**

**Version Fall 2025**

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# Project Stakeholder Mapping

The handout includes:

- Clear learning objectives tied to project definition skills
- A realistic campus sustainability project scenario that students can relate to
- Step-by-step activities progressing from identification to analysis to planning
- Visual tools like the influence/interest matrix
- Structured templates for documentation
- Reflection questions to deepen learning
- A presentation component for peer sharing

The exercise is designed to take about 50-60 minutes total, making it suitable for a standard class period. The scenario is complex enough to generate meaningful discussion while being accessible to students without extensive project management experience. You can modify the scenario or adjust the time allocations based on your specific class needs.

# Learning Objectives

By the end of this activity, you will be able to:

- Identify all relevant stakeholders for a project
- Categorize stakeholders by influence and interest levels
- Create a comprehensive stakeholder register
- Develop appropriate engagement strategies for different stakeholder types

## **Scenario:** Campus Sustainability Initiative

Your team has been assigned to manage a comprehensive sustainability project for your CEGEP Heritage College main campus. The project aims to reduce the campus carbon footprint by 30% over the next two years and increase recycling process efficiency through various initiatives including:

- Installing solar panels on the building
- Implementing a campus-wide recycling program
- Creating sustainable dining options in cafeterias
- Establishing student-led sustainability clubs

**Budget:** \$2.5 million

**Timeline:** 24 months

**Expected Impact:** 5,000+ students, 800+ staff and faculty

# Part 1: Stakeholder Identification (15 minutes)

**Instructions:** Brainstorm and list ALL potential stakeholders who might be affected by or have influence over this project. Think broadly - consider internal and external parties.

## Categories to Consider:

- CEGEP administration
- Students and student organizations
- Faculty and staff
- Local community
- Government entities
- Vendors and contractors
- Environmental groups
- Regulatory bodies

## Your Stakeholder List:

1. \_
2. \_
3. \_
4. \_
5. \_
6. \_

*You may continue the list if needed.*

## Part 2: Stakeholder Analysis Matrix (20 minutes)

**Instructions:** Plot each stakeholder on the matrix below based on their level of influence (ability to impact project success with performance) and interest (how much the project affects them).

### Influence/Interest Matrix

HIGH INTEREST, LOW INFLUENCE	HIGH INTEREST, HIGH INFLUENCE
Keep Satisfied	Manage Closely
LOW INTEREST, LOW INFLUENCE	LOW INTEREST, HIGH INFLUENCE
Monitor	Keep Informed

#### Quadrant Definitions:

- **Manage Closely:** High influence, high interest - key stakeholders requiring active management
- **Keep Informed:** High influence, low interest - keep satisfied with minimal effort
- **Keep Satisfied:** Low influence, high interest - show consideration for their concerns
- **Monitor:** Low influence, low interest - minimal effort, monitor for changes

## Part 3: Stakeholder Register (15 minutes)

**Instructions:** Select your top 3 most critical stakeholders and complete the register below.

#	Stakeholder Name	Role/ Organization	Influence Level (1-5)	Interest Level (1-5)	Key Concerns/ Expectations	Engagement Strategy
1						
2						
3						



# Part 4: Engagement Planning (10 minutes)

**Instructions:** For each quadrant, develop specific engagement strategies:

**Manage Closely Stakeholders:**

- Communication frequency: \_\_\_\_\_
- Communication methods: \_\_\_\_\_
- Key messages: \_\_\_\_\_
- Success metrics: \_\_\_\_\_

**Keep Informed Stakeholders:**

- Communication frequency: \_\_\_\_\_
- Communication methods: \_\_\_\_\_
- Key messages: \_\_\_\_\_

**Keep Satisfied Stakeholders:**

- Communication frequency: \_\_\_\_\_
- Communication methods: \_\_\_\_\_
- Key messages: \_\_\_\_\_

**Monitor Stakeholders:**

- Review frequency: \_\_\_\_\_
- Monitoring method: \_\_\_\_\_

# Reflection Questions (5 minutes)

1. Which stakeholders were you initially likely to overlook? Why?
2. How might stakeholder positions change throughout the project lifecycle?
3. What challenges do you anticipate in managing the “Manage Closely” stakeholders?
4. How would poor stakeholder management impact this project’s success?

# Team Presentation Preparation

**Prepare a set of PowerPoint slides for 3-minute presentation covering:**

- Your stakeholder mapping matrix (visual)
- Top 3 most critical stakeholders and why
- Biggest stakeholder management challenge anticipated
- One creative engagement strategy you developed

**Submission:** Submit your completed handout with PowerPoint slides and be prepared to go over your findings.

# Scope Creep

## Key Features:

- A realistic mobile app development project that students can relate to. Three progressive rounds of change requests that increase in complexity and timing challenges. Structured decision matrices to track choices and reasoning.
- Impact analysis tools to see cumulative effects of decisions. Reflection questions that connect the simulation to real-world project management principles.

## Educational Design Elements:

- Change requests come from different stakeholders with varying levels of authority.
- Requests range from reasonable safety features to nice-to-have additions.
- Timing creates realistic pressure (early changes vs. late-stage requests).
- Some requests appear mandatory while others are clearly optional.
- Budget and time constraints force difficult trade-off decisions.

## Learning Outcomes:

- Students experience how small changes accumulate into major scope issues.
- They practice evaluating change requests against project constraints.
- They learn to distinguish between essential and optional changes.
- They develop skills in stakeholder communication and expectation management.

# Learning Objectives

By the end of this activity, you will be able to:

- Recognize scope creep in project scenarios
- Evaluate change requests against project constraints
- Apply change management principles in decision-making
- Understand the impact of scope changes on project success

# Initial Project Definition

## Project: Student Mobile App Development

Your team has been contracted to develop a mobile app for your university's student services.

### Original Scope:

- Class schedule viewer
- Grade checker
- Campus map with building locations
- Dining hall hours and menus
- Basic user authentication

**Approved Budget:** \$25,000

**Timeline:** 4 months (16 weeks)

**Team Size:** 4 developers

**Platform:** iOS only

**Target Users:** 8,000 students

### Success Criteria:

- App launches successfully in App Store
- 70% of students download within first month
- User satisfaction rating of 4.0+ stars
- Zero critical security vulnerabilities

# Round 1: Week 2 Change Requests

**Instructions:** Your team has just completed the requirements gathering phase. Review each change request below and make decisions using the Decision Matrix.

## Change Request #1

**From:** Student Government President

**Request:** Add push notifications for campus emergency alerts

**Justification:** "This is critical for student safety and would significantly increase app usage."

**Impact:** +1 week development time, +\$2,000 cost

## Change Request #2

**From:** Athletic Department

**Request:** Include sports schedules and ticket purchasing

**Justification:** "We have 15,000 season ticket holders who would love this feature."

**Impact:** +2 weeks development time, +\$4,500 cost, requires integration with ticketing system

## Decision Matrix - Round 1

Change Request	Approve	Deny	Defer	Justification
#1: Emergency Alerts	y/n	y/n	y/n	
#2: Sports Integration	y/n	y/n	y/n	

**Updated Project Status After Round 1:**

- Budget Used: \$\_\_\_\_\_ / \$25,000
- Timeline: \_\_\_\_\_ weeks remaining
- New Success Criteria (if any): \_\_\_\_\_



# Round 2: Week 6 Change Requests

**Current Status:** You're 25% through development when new requests arrive.

## Change Request #3

**From:** IT Security Department

**Request:** Add two-factor authentication and biometric login

**Justification:** "New security policy requires enhanced authentication for all student data access."

**Impact:** +3 weeks development time, +\$5,000 cost, may delay launch

## Change Request #4

**From:** University President's Office

**Request:** Add Android version simultaneously

**Justification:** "60% of our students use Android phones. We need to serve all students equally."

**Impact:** +6 weeks development time, +\$15,000 cost, requires additional team members

## Change Request #5

**From:** Academic Affairs

**Request:** Add study room booking system

**Justification:** "Library study rooms are always full. This would solve a major student complaint."

**Impact:** +2 weeks development time, +\$3,000 cost, requires library system integration

## Decision Matrix - Round 2

Change Request	Approve	Deny	Defer	Justification
#3: Enhanced Security	y/n	y/n	y/n	
#4: Android Version	y/n	y/n	y/n	
#5: Study Room Booking	y/n	y/n	y/n	

### Updated Project Status After Round 2:

- Budget Used: \$\_\_\_\_\_ / \$25,000
- Timeline: \_\_\_\_\_ weeks remaining
- New Success Criteria (if any): \_\_\_\_\_

# Round 3: Week 12 Change Requests

**Current Status:** You're 75% through development with 4 weeks remaining.

## Change Request #6

**From:** Student Life Office

**Request:** Remove dining hall menus, add campus event calendar instead

**Justification:** "Students say they don't use the menu feature, but constantly ask about events."

**Impact:** +1 week development time, -\$500 cost (net savings from removal)

## Change Request #7

**From:** Financial Aid Office

**Request:** Add financial aid status checker

**Justification:** "This was supposed to be included originally - there must have been a miscommunication."

**Impact:** +3 weeks development time, +\$6,000 cost

## Change Request #8

**From:** Facilities Management

**Request:** Add real-time campus parking availability

**Justification:** "Parking is the #1 student complaint. This feature could generate revenue through premium parking alerts."

**Impact:** +4 weeks development time, +\$8,000 cost, requires hardware integration

## Decision Matrix - Round 3

Change Request	Approve	Deny	Defer	Justification
#6: Event Calendar Swap	y/n	y/n	y/n	
#7: Financial Aid Status	y/n	y/n	y/n	
#8: Parking Availability	y/n	y/n	y/n	

**Final Project Status:**

- Budget Used: \$\_\_\_\_\_ / \$25,000
- Timeline: \_\_\_\_\_ weeks (original: 16 weeks)
- Launch Date: \_\_\_\_\_
- Final Feature Set: \_\_\_\_\_

# Impact Analysis

## Budget Impact

**Original Budget:** \$25,000

**Final Budget:** \$\_\_\_\_\_

**Variance:** \_\_\_\_\_ (\_\_\_\_% over/under)

## Schedule Impact

**Original Timeline:** 16 weeks

**Final Timeline:** \_\_\_\_\_ weeks

**Variance:** \_\_\_\_\_ weeks (\_\_\_\_% over/under)

## Scope Impact

**Original Features:** 5 core features

**Final Features:** \_\_\_\_\_ features

**Added:** \_\_\_\_\_

**Removed:** \_\_\_\_\_

**Deferred:** \_\_\_\_\_

## Reflection Questions

1. **Decision Patterns:** Looking back at your decisions, what criteria did you consistently use to approve/deny changes?
2. **Constraint Trade-offs:** Which project constraint (budget, time, scope, quality) did you prioritize most? Why?

3. **Stakeholder Management:** How did the source of the request influence your decisions? Should it have?
4. **Change Timing:** How did the timing of requests (early vs. late in project) affect your decision-making?
5. **Success Criteria:** Based on your final project scope, do you think you'll still meet the original success criteria? Why or why not?

# Lessons Learned

What strategies could prevent scope creep?

1.

How should change requests be properly managed?

1.

What would you do differently if starting this project over?

1.

# Team Discussion Points

**Prepare to discuss:**

- Your team's final project outcome (budget, timeline, features)
- The most difficult change request decision and why
- How you would communicate project changes to stakeholders
- Strategies for better scope management in future projects

**Debrief Questions for Class:**

- Which teams stayed closest to original constraints?
- What patterns do you see in approved vs. denied requests?
- How did different teams handle the same change requests?
- What real-world parallels can you draw from this simulation?



