Course Code - SPM 104
Understanding Canadian Business
October 4, 2023

This Class

- Project Life Cycle – Initiation, Planning, Execution, Monitoring, and Closing
- PMBOK Knowledge Areas
- Role of the Project Manager
- Leadership Types
- Midterm Review

Project Management

- In project management generally - and the *A Guide to the Project Management Body of Knowledge (PMBOK® Guide)* specifically - best practices dictate a very specific series of process groups that should be performed.
- PMBOK stands for Project Management Body of Knowledge, and it is the **entire collection of processes, best practices, terminologies, and guidelines that are accepted as standard within the project management industry.** PMBOK is considered valuable as it helps them standardize practices across various departments, tailor processes to suit specific needs, and prevent project failures.

Key Terms and Concepts

- **Project** - A temporary endeavour undertaken to create a unique product, service or result. The temporary nature of a project indicates a beginning and an end to the project work or phase of work. Projects can be stand alone or be part of a program or portfolio.
- Examples:
  - Developing a new pharmaceutical compound
  - Expanding a tour guide service
  - Merging two organizations
  - Improving a business practice in an organization
  - Constructing a building

Key Terms and Concepts

- Projects – drive change
- Projects – enable business value creation (monetary, brand recognition)

Key Terms and Concepts

- **Project Management** – The application of knowledge, skills, tools and techniques to project activities to meet project requirements. Project Management refers to guiding the project work to deliver the intended outcomes.
  - **Project Manager** – The person assigned by the organization to lead the project team that is responsible for achieving project objectives. Project Managers perform a variety of functions, such as facilitating teams to achieve the desired outcomes.
  - **Project Team** – A set of individuals performing the work of the project to meet its objectives

Key Terms and Concepts

- **Outcome** – An end result or consequence of a process or project. Outcomes can include outputs and artifacts, but have broader intent by focusing on the benefits and value the project must deliver.
- **Portfolio** – Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives.
- **Product** – An artifact that is produced, is quantifiable and can be either an end item or a component item.
- **Program** – Related projects, subsidiary programs and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually.

Key Terms and Concepts

- **System for Value Delivery** – A collection of strategic business activities aimed at building, sustaining and/or advancing an organization.
  - Portfolios, programs, products and operations can all be part of an organizations system for value delivery
- **Value** – The worth, importance or usefulness of something.
  - Customers define value as the ability to uses specific features or functions of a product
  - Organizations focus on the business value as determined by financial metrics, or societal values (contribution to groups of people, communities or the environment)

Key Terms and Concepts

- **Program Management** – focus on interdependences between projects at the program level to determine optimal approach for managing them
- Actions related to programs and project level connections include:
  - Managing program risks that may impact other projects
  - Managing budget within a shared set of projects
  - Assuring benefits realization from the program or project components

Key Terms and Concepts

- **Portfolio Management** – centralized management of programs and projects to achieve strategic objectives. The aim is to:
  - Guide organization investment decisions
  - Select he optimal mix of programs and projects
  - Prioritize team and physical resource allocation

Key Terms and Concepts

- **Operations Management** – the area outside of formal project management and is concerned with ongoing maintenance and operations. Ongoing operations is outside scope of project, however there are intersecting points where the two areas cross:
  - When developing a new product, upgrading a product or expanding outputs
  - While improving operations or the product development process
  - At the end of the product life cycle
  - At each closeout phase

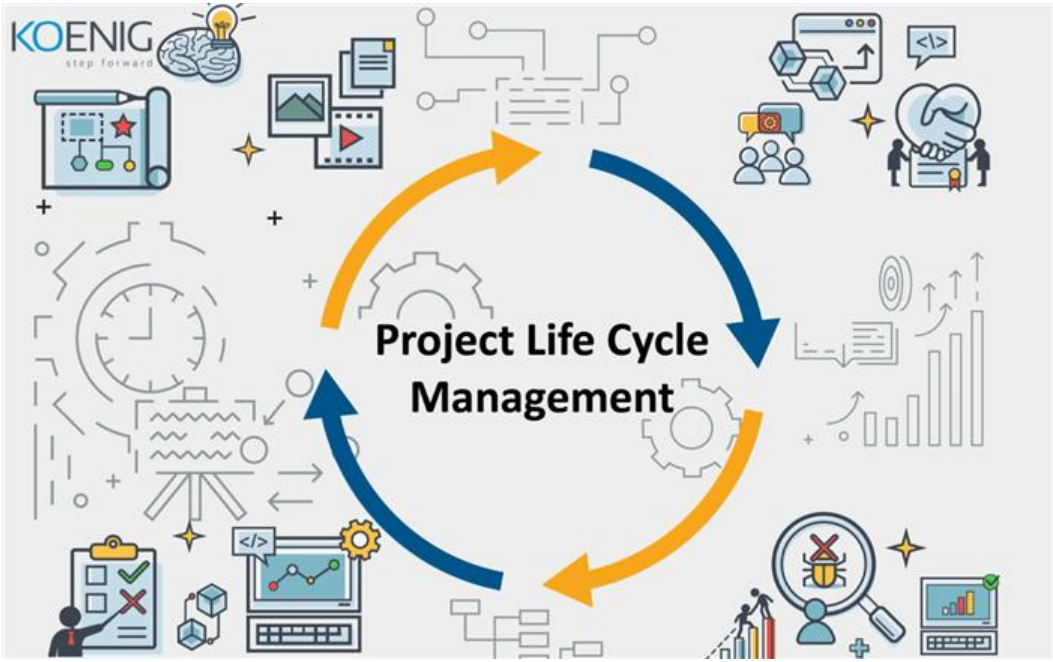
PM Process Groups

- Logical grouping of project management processes to achieve specific project objectives. Here are the five (5) process groups:
  - Initiating
  - Planning
  - Executing
  - Monitoring and Controlling
  - Closing

Project Management Process Groups

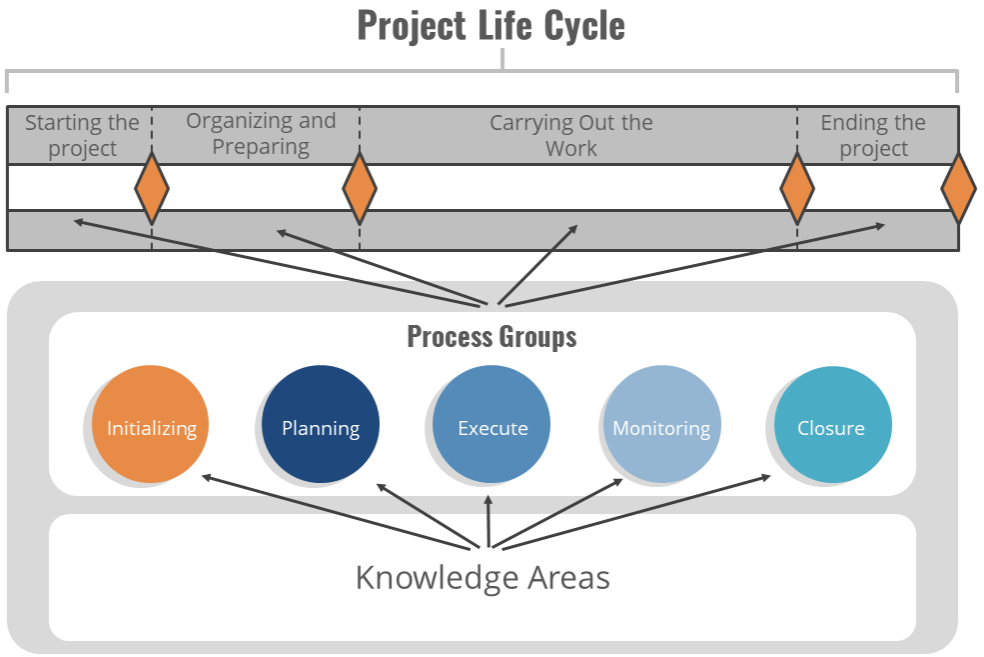
- Initiating – process performed to define the new project or new phase of an existing project by obtaining authorization to start the project or phase.
- Planning – the process required to establish the scope of the project, refine the objectives, and define the course of action required to attain the objectives.
- Execution – the process performed to complete work defined in the project management plan to satisfy the project requirements.
- Monitoring and Controlling – the processes required to track, review, and regulate the progress and performance of the projects, identify any areas in which changes to the plan are required and initiate associated changes.
- Closing – the processes performed to formally complete or close the project.

Project Life Cycle



A project life cycle is the sequence of phases that a project can be broken down into from start to finish.

Project Life Cycle

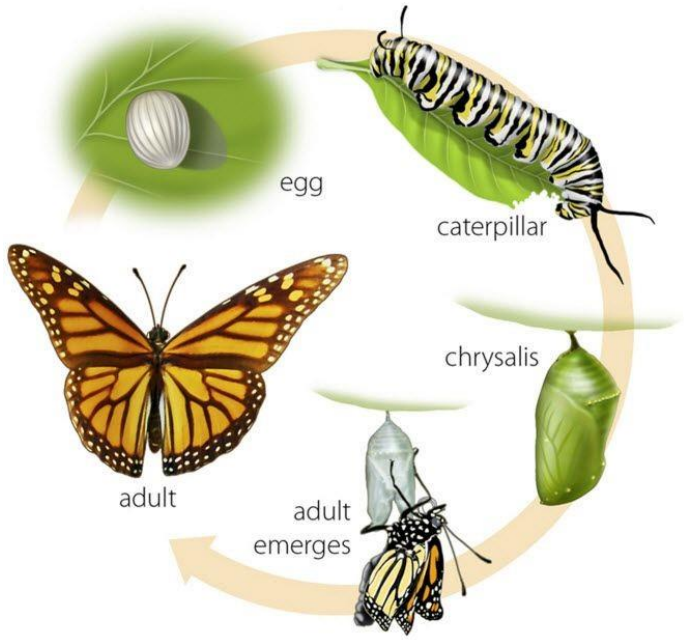


PMI® uses a three-dimensional model for structuring the knowledge required in order to apply best practice in project management. This model comprises processes, process groups (PGs), and knowledge areas (KAs).

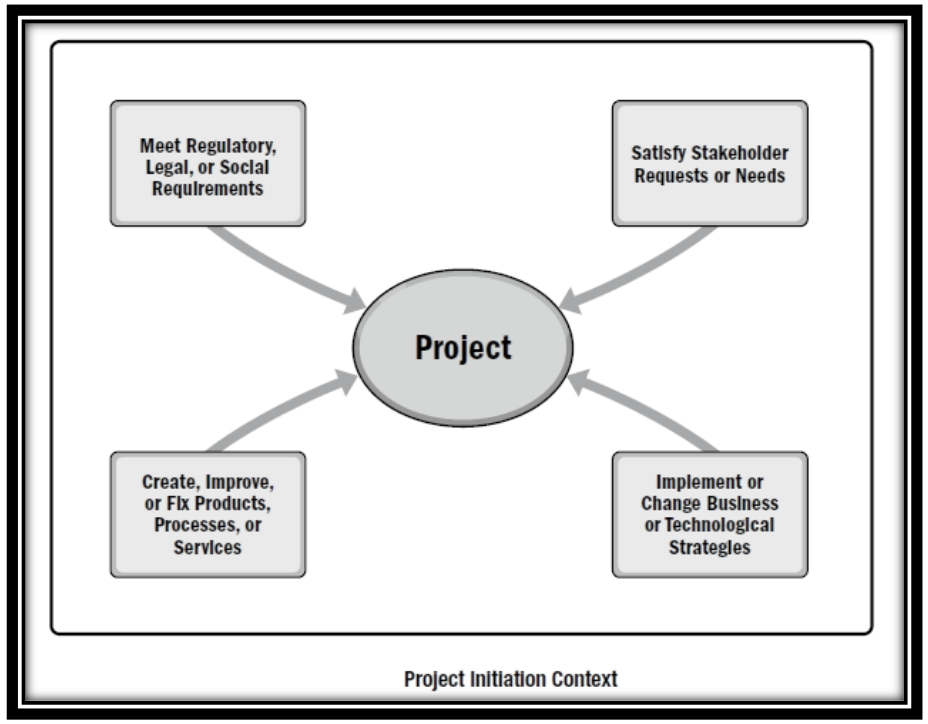
Project Life Cycle

- A project life cycle is a set of sequential, interdependent phases leading from the start to the end of the project.

- It may be helpful to think of the life cycle of a butterfly



Project Initiation Context



- Meet regulatory requirements
- Satisfy stakeholder needs
- Create or improve product or service
- Implement a change in business strategy

1. Initiating

- Initiating helps to set the vision of what is to be accomplished.
- This is where the project is formally authorized by the sponsor, initial scope defined, and stakeholders identified.
- Key things in this stage:
  - Assign and Set the Authority of the Project Manager
  - Determine why the project is needed using a business case
  - Identify ‘high-level’ estimates for time and costs
  - Determine ‘high-level’ risks that can affect schedule or budget
  - Identify ‘high-level’ constraints and/or assumptions
  - Identify Team and Stakeholders
  - Development of a Project Charter

- **Key artifacts created:** Project Charter and Stakeholder Register.

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Project Charter

Definition

- The PMBOK® Guide, 3dEdition defines a project charter as “a document issued by the project initiator or sponsor that formally authorizes the existence of a project, and provides the project manager with the authority to apply organizational resources to project activities.”
- The PMBOK® Guide lists specific information that the charter should provide, either directly or by reference, including:
  - Requirements
  - Business needs
  - Summary schedule
  - Assumptions and constraints
  - Business case, including return on investment

Timing

Project Charter

- Assigned Project Manager
- Project Purpose or Justification
- Project Objectives
- Budget $ and Sponsor Authorizing Budget
- High level requirements – description, schedule milestones, assumptions, risk & constraints
- Project Approval requirements – regulated, mandated, desired
- Include Stakeholder List
- Include Project Team

Project Charter

- Establishes a partnership between the performing and requesting organizations.
- Process of developing a document that formally authorizes the existence of a project and provides the project manager with the authority to apply resources to project activities.
- Benefits of Project Charter:
  - Direct Link between Project and Strategic Objectives if the Organization;
  - Creates a Formal Record of the Project;
  - Shows Organizational Commitment

Project Team

- What skills are required?
- Select team that will be authorized to perform specific tasks of the project (experts, consultants, business partners, etc.)
- Identify dedicated team members, part-time and now include virtual options
- Considerations:
  - Virtual Teams – can feel isolated, may not have local knowledge, etc.
  - Global Project Teams – cultural diversity between team members, diversity of industry knowledge, multiple languages spoken

Stakeholders

- People or organizations who can impact or be impacted by the project
- Project Notifications can be sent out to determine if there are people or groups that you are not aware of
- Looking for people or organizations who may have:
  - Interest
  - Influence
  - Involvement
  - Interdependencies
  - Potential Impact

Project Management Process Groups

Initiating Process Group	Defines & Authorizes the Project
	Facilitate Formal authorization to start a new project
	Project Manager is assigned
	Funding and Approval is secured
	Identify different phases

Project Management Process Groups

Planning Process Group	Defines & Authorizes the Project objectives, and plan the course of action required to attain
	Develops Project Management Plan and refines the scope, cost and schedule as needed
	Update & Refine throughout execution process
	Identify & Involve all Stakeholders

Project Management Process Groups

Execution Process Group	Integrates people and other resources to carry out the Project Management Plan
	Majority of the project funding is spent in this phase
	During execution, results may require planning updates and re-baselining

Project Management Process Groups

Monitoring & Controlling Process Group	Measures project performance at regular intervals
	Influencing the factors that could circumvent change control or configuration management to ensure only approved changes occur
	Recommend corrective or preventative action in anticipation of possible problems

Project Management Process Groups

Closing Process Group	Formalize acceptance of project deliverable
	Obtain acceptance by the customer or Sponsor to formally close the project
	Document Lessons Learned
	Close out all procurement activities and release project resources

Project Management Documents

Phase	Documents
Initiating	Project Charter
Planning	Project Management Plan
Execution	Status Updates, Stakeholder Communications
Monitoring	Project Change Documentation, Variance Analsis
Closing	Final Reporting

2. Planning

- The planning group is by far the largest within the PMBOK. It contains more than half of the processes even though it is one out of five process groups. The project management plan that is generated during the planning phase encompasses all the knowledge areas, and it should be scaled to the size of the project.

Project Management Plan

- The project management plan is the central foundation of project management. *(Maybe a task in another class)*
- It is a document that gives the project manager their direction throughout the project, thereby aiding in decision making and establishing to the stakeholders how the project will be managed. Thus, it manages the stakeholder's expectations.
- **But most importantly, it communicates to the project sponsor, who is usually the project manager's boss, how the project will be managed.**

Project Management Plan

- YOU'VE BEEN WORKING with your project team, planning your project, and now it's time to assemble the document. There are two major segments of a basic project plan: the detailed plan and the executive summary. Assemble the detailed project plan first, then extract the highlights for the executive summary.
- The first section of the detailed plan is the Scope plan. Write down the scope description in which you describe the final deliverable in terms the customer can understand.
- Then define where the project begins and exactly where it ends—at what point are you finished, and the next project or process becomes accountable.

Project Management Plan

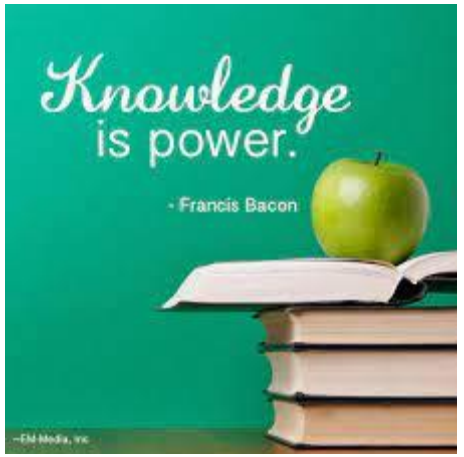
- Next insert your **scope boundaries table**: what's included in your project, what processes will be affected by your project, and which processes your project will affect, any overlaps with other projects. Don't forget to also include what's not included in the project so that there's no confusion about what you won't be doing.
- The next section of your project plan will be **Structure/Accountability.** Your subproject work breakdown goes here. It shows how the project will be broken down into subprojects, the deliverables that will be produced by each subproject, and who is accountable for each deliverable.
- The next section addresses **Resources**. Start by inserting your team composition/stakeholder table. In this table, list each project team member and his or her status (regular or ad hoc member).

Project Management Plan

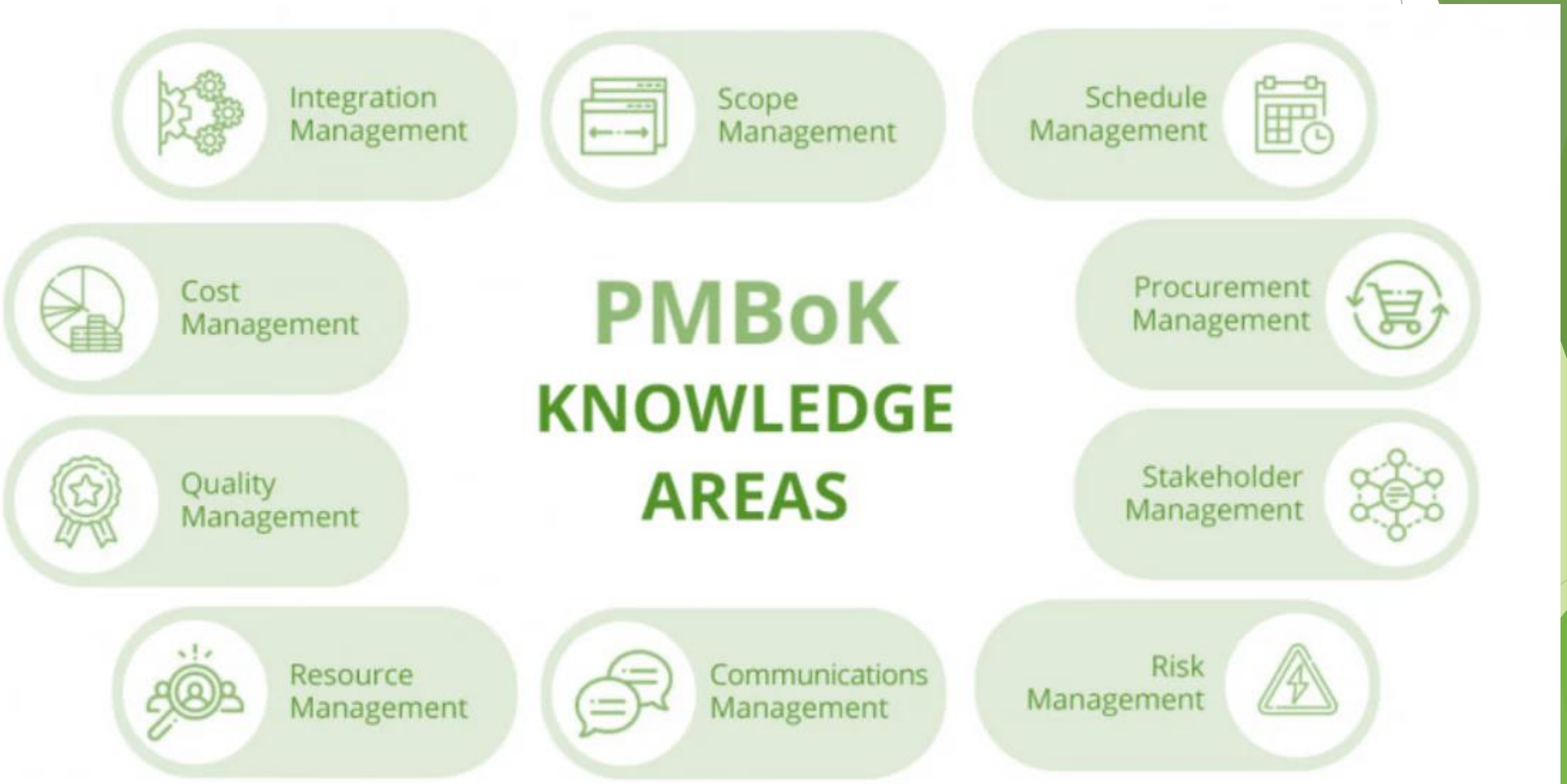
- The **Milestone Schedule** comes next. There shouldn't be more than 10 to 13 total milestones, including the deadline date for the final deliverable. Now add your schedule risk assessment table. This table is similar to the scope risk table except it addresses risks to the schedule.
- Next, insert your **deliverables schedule**. (You can use any scheduling program to generate the schedule printout but create the original schedule with your project team.) The staff effort estimate and/or forecast should be included in the Resources section, in addition to the spending estimate or forecast. (Creating a forecast will make it easier to monitor the plan during project execution.)
- The final section is **Change Management**. Include your change management procedures and forms.

PM Knowledge Areas

- A knowledge area is a subdivision of the body of knowledge that corresponds to a specific set of technical or managerial activities that require a specific set of skills and experience.
- There are ten knowledge areas defined in the PMBOK® Guide



PM Knowledge Areas



Knowledge Areas

The **ten *knowledge areas*,** each of which contains some or all of the project management processes, are:

1. Project Integration Management : the processes and activities needed to identify, define, combine, unify, and coordinate the various processes and project management activities within the project management process groups.
2. Project Scope management : the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully.
3. Project Schedule Management : the processes required to manage the timely completion of the project. Until the 6th edition of the PMBOK Guide this was called "Project Time Management"

Knowledge Areas

4. Project Cost Management : the processes involved in planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget.
5. Project Quality Management : the processes and activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken.
6. Project Resource Management : the processes that organize, manage, and lead the project team. Until the 6th edition of the PMBOK Guide this was called "Project Human Resource Management"
7. Project Communications Management : the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information.

Knowledge Areas

8) Project Risk Management : the processes of conducting risk management planning, identification, analysis, response planning, and controlling risk on a project.
9) Project Procurement Management : the processes necessary to purchase or acquire products, services, or results needed from outside the project team. Processes in this area include Procurement Planning, Solicitation Planning, Solicitation, Source Selection, Contract Administration, and Contract Closeout.
10) Project Stakeholder Engagement : the processes required to identify all people or organizations impacted by the project, analyzing stakeholder expectations and impact on the project, and developing appropriate management strategies for effectively engaging stakeholders in project decisions and execution.

Each of the ten knowledge areas contains the processes that need to be accomplished within its discipline in order to achieve effective project management. **Each of these processes also falls into one of the five process groups, creating a matrix structure such that every process can be related to one knowledge area and one process group.**

Knowledge Areas

- Each Knowledge Area contains more than one process to make a total of 49 processes
- These 49 processes are the connector between the 5 Process Groups and 10 Knowledge Areas
  - ***Do not confuse between the five process groups and 49 processes**
  - https://project-management.info/knowledge-areas-processes-pmbok/

Knowledge Areas	Process Groups – (49 Processes)				
	Initiating (2)	Planning (24)	Executing (10)	Monitoring & Controlling (12)	Closing (1)
Project Integration Management (7)	4.1 Develop Project Charter	4.2 Develop Project Management Plan	4.3 Direct and Manage Project Work 4.4 Manage Project Knowledge	4.5 Monitor and Control Project Work 4.6 Perform Integrated Change Control	4.7 Close Project or Phase
Project Scope Management (6)		5.1 Plan Scope Management 5.2 Collect Requirements 5.3 Define Scope 5.4 Create WBS		5.5 Validate Scope 5.6 Control Scope	
Project Schedule Management (6)		6.1 Plan Schedule Management 6.2 Define Activities 6.3 Sequence Activities 6.4 Estimate Activity Durations 6.5 Develop Schedule		6.6 Control Schedule	
Project Cost Management (4)		7.1 Plan Cost Management 7.2 Estimate Costs 7.3 Determined Budget		7.4 Control Costs	
Project Quality Management (3)		8.1 Plan Quality Management	8.2 Manage Quality	8.3 Control Quality	
Project Resource Management (6)		9.1 Plan Resource Management 9.2 Estimate Activity Resources	9.3 Acquire Resources 9.4 Develop Team 9.5 Manage Team	9.6 Control Resources	
Project Communications Management (3)		10.1 Plan Communications Management	10.2 Manage Communications	10.3 Monitor Communications	
Project Risk Management (7)		11.1 Plan Risk Management 11.2 Identify Risks 11.3 Perform Qualitative Analysis 11.4 Perform Quantitative Analysis 11.5 Plan Risk Responses	11.6 Implement Risk Responses	11.7 Monitor Risks	
Project Procurement Management (3)		12.1 Plan Procurement Management	12.2 Conduct Procurements	12.3 Control Procurements	
Project Stakeholder Management (4)	13.1 Identify Stakeholders	13.2 Plan Stakeholder Engagement	13.3 Manage Stakeholder Engagement	13.4 Monitor Stakeholder Engagement	

Knowledge Areas

- **Ex. Project Scope Management**
- **5: Project Scope Management**
- **<u>Planning</u>**
- 5.1: Plan Scope Management
- 5.2: Collect Requirements
- 5.3: Define Scope
- 5.4: Create WBS
- **<u>Controlling</u>**
- 5.5: Validate Scope
- 5.6: Control Scope

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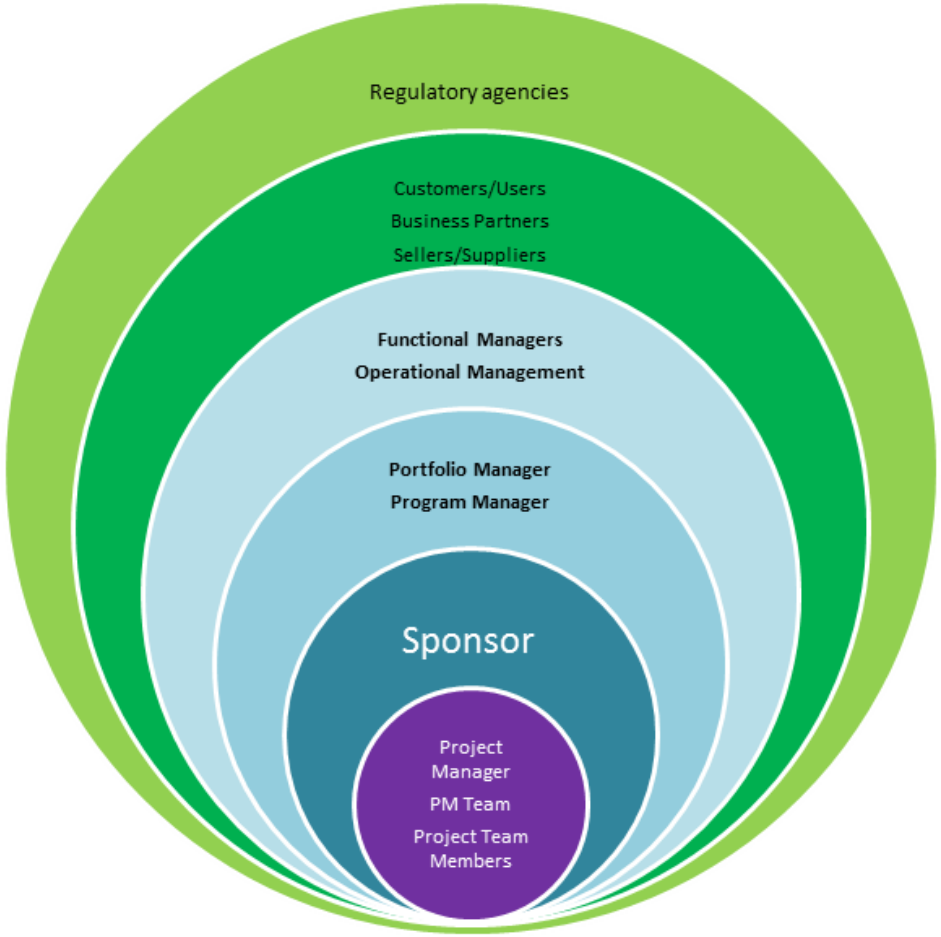
Role of the Project Manager

Role of the Project Manager

- A person assigned by the organization to lead the team that is responsible for achieving project objectives.
- Project Managers fulfil several roles within their ‘sphere of influence'

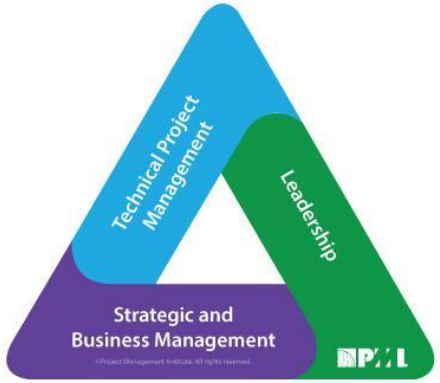


Role of the Project Manager

- Leads the Project Team to meet objectives and stakeholder's expectations.
- Balances the competing constraints on the project with resources available.
- Communication Role is important – provides the direction and vision to the Sponsor, Team Members, and Stakeholders.

Project Manager Competencies

- Technical Project Management – The knowledge, skills and behaviours related to specific domains of project, program and portfolio management.
- Leadership – The knowledge, skills and behaviours needed to guide, motivate and direct a Team and/or to help an organization achieve its business goals.
- Strategic and Business Management – The knowledge of and expertise in Industry and Organizations that enhances performance and better delivers business outcomes.



Technical Skills

- Learn & understand the Process Groups and Knowledge Areas
- Focus on critical technical elements of the project (schedule, financial, issues)
- Tailor different tools and techniques (waterfall, agile methods)
- Make time to plan and prioritize
- Manage project elements including schedule, costs, risk, resources, etc.

Leadership Skills

- The ability to guide, motivate and direct a Team. These skills include demonstrating essential capabilities such as:
  - Negotiations;
  - Communication;
  - Resilience;
  - Problem solving;
  - Critical thinking;
  - Interpersonal Skills

Leadership Skills

- Discussion – What are some Qualities and Skills that Make a Good Leader?

Leadership Skills

- Some Qualities & Skills include:
  - Being a Visionary (able to dream)
  - Being Optimistic and Positive
  - Being Collaborative
  - Managing Relationships & Conflicts
  - Clear Communication (asking, listening, giving and seeking feedback, managing expectations)
  - Being respectful
  - Exhibit Integrity and Culturally Sensitive
  - Results and action oriented
  - Build & Maintain effective Teams

Leadership Style

- The style a project manager uses may be a personal preference, or the result of multiple factors associated with the project. These include:
  - Leader characteristics (attitude, moods, values, ethics, needs, etc)
  - Team member characteristics (attitude, moods, values, ethics, needs, etc.)
  - Organizational characteristics (purpose, structure, type of work)
  - Environmental characteristics (social situation, economic state and political elements)

Leadership Style

- Research describes numerous styles that a project manager can adopt. These include:
  - Laissez-faire (allowing the Team to make their own decisions and establish their own goals – a.k.a. Hands-off Style)
  - Transactional (focus on goals, feedback, and accomplishment)
  - Servant Leader(demonstrates commitment to serve and put others first, focus on other peoples growth and learning, values relationships)
  - Transformational (empowering followers through idealized attributes and behaviours, inspirational motivations, encouragement for innovation)
  - Charismatic (able to inspire high energy, enthusiastic, self-confident, holds strong convictions)
  - Interactional (combination of transactional, transformational and charismatic)

Leadership Style

Directive

Do what I tell you to do

Visionary

Here's where we're going

Affiliative

Leadership through relationship

Participative

Let's decide together

Pacesetting

Run fast, keep up

Coaching

Long term development of others

Leadership Style

- https://www.youtube.com/watch?v=UZTyvbmW92M

Leadership Inspiration

https://www.youtube.com/watch?v=2Ss78LfY3nE

Leadership Homework

- https://www.youtube.com/watch?v=BjZXRs6fAkA

Strategic & Business Management Skills

- Ability to see the high-level overview of the organization and effectively negotiate and implement decisions and actions that support strategic alignment and innovation.
- Project Managers should be knowledgeable about the business and be able to:
  - Explain to others the business aspects of the project.
  - Work with the Project Sponsor, Team, and subject matter experts to develop an appropriate project delivery strategy.
  - Implement the strategy in a way that maximizes the business value of the project.

Strategic & Business Management Skills

- In order to make best decision, project managers seek out and consider the expertise of operational managers who run the business.
- At minimum, the Project Managers should be knowledgeable about the business and be able to explain the following:
  - Strategy;
  - Mission;
  - Goals & Objectives;
  - Products and Services;
  - Operations (location, type, technology);
  - The market condition; and
  - Competition

Discussion

- Why do you think senior management place such a high priority toward instituting project management disciplines within their organizations

Discussion

- Why do you think senior management place such a high priority toward instituting project management disciplines within their organizations

- ✓ Strategic alignment with organizational goals
- ✓ Consistent and speedy decisions
- ✓ Improvement in customer satisfaction
- ✓ Realistic estimation and planning
- ✓ Effective resource allocation
- ✓ Higher productivity and improved resource utilization
- ✓ Increase in employee motivation and morale
- ✓ Improved quality of end product
- ✓ Saves time for implementation
- ✓ Reduces overall cost
- ✓ Facilitates proactive risk management

In Class Activity

- Using the Project Charter that you created for Assignment # 1 – describe to the CEO of the company how this document is like the organization's goals, objectives and business outlook.

Next Class - Midterm

- SPM 104-001
- Room A0337
- Midterm – October 12, 2023 – 9:00 a.m. - Noon
  - Due to large class size, will divide the class into two (2) sections
  - Different but Equivalent Tests will be produced
  - Group 1 – 9:00 a.m. – 10:20 a.m.
  - Group 2 – 10:40 a.m.-Noon.
  - Group 1 and 2 Lists will be posted this weekend.
  - **Once assigned, you CAN NOT change your Group allocation. Failure to show up and write the midterm as assigned will result in a mark of zero (0%)**

This Class - Midterm

- MIDTERM REVIEW (30 minutes)
- **All assignments will be marked this weekend**

Next Class after midterm

- Project Management Fundamentals
- Project Management Strategies & Methodologies